



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complète par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-226879-002			
Contractor Name / Nom du Contracteur :	Adga Group Consultants Inc.			
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2021001923	1000354869	190830030, 2001, 30700	January 5, 2021	January 8, 2021

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Transformation Architect	3		English / Anglais	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

#### STATEMENT OF WORK

##### 1.0 TITLE

B.7 – Business Transformation Architect, Level 3

##### 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

This Business Transformation Architect will provide advice, engage stakeholders and design Cloud-based governance processes.

##### 3.0 BACKGROUND

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to



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maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

### 4.0 SCOPE OF THE WORK

The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the following resource category:

RESOURCE CATEGORY LEVEL OF EXPERTISE

B.7 Business Transformation Architect LEVEL 3

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Analyze and develop business and technical success "critical success factors", dependencies and risks;
- Analyze and develop architecture requirements design, process development and process mapping;
- Be responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
- Be responsible for leading other functional staff to define cloud governance strategy and processes;
- Analyze and develop conceptual solution options in support of the priorities and business requirements;
- Provide recommendations for governance processes (Agile, Hybrid, other);
- Prepare, develop, and maintain governance process documents for:
  - o Cloud Intake processes;
  - o Cloud Application Modification processes;
  - o Cloud Operations processes;
  - o Cloud Service Management processes
- Validate governance processes with the various stakeholders described in the scope of work;
- Provide continuous improvement and scalability for Cloud governance processes;
- Provide assistance to all members of the governance teams;
- Create presentations and present to various stakeholders, and facilitate meetings and discussions;
- Collaborate with business and technical resources on related projects and enterprise initiatives;
- Develop conceptual and technical architectures and strategies to meet the business and application requirements;
- Ensure the integration of all aspects of technology solutions;
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- Provide support to business, applications and technical support in the proper application of existing infrastructure; and
- Coach, mentor and train the organization on any of the above.

Other tasks common to all work streams may include, but will not be limited to the following:

- Participate, collaborate and contribute in the various Governance working groups;
- Work with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for Traveller's Program projects;
- Document business and governance processes, including but not limited to:
  - o Process Scopes;
  - o Process Description;
  - o Process Inputs/Outputs;
  - o Process Detailed Steps;
  - o RACI;
  - o Process decision-level making;
  - o Issue Log;
  - o Risk log
- Formulate and manage the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing





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project progress against milestones, and engaging ongoing risk management;

- Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Provide monthly project progress reports;
- Coach, and mentor teams' members and users on best practices and provide knowledge transfer.
- Conduct stakeholder meetings; and,
- Work with project teams and other stakeholders, manage the IM/IT requirements on projects.

### 6.0 DELIVERABLES (List of expected deliverables to be produced or provided)

The Contractor will provide the following Deliverables:

Due Date

TBD by Technical Authority as needed

Status reports – weekly activity updates Weekly

Project Plan and Tracking Report – report of all projects / tasks created and updated as requested. Weekly (as required)

Cloud Governance Process – High level design: documentation of the processes and stakeholders priorities. Q3 2020

Cloud Governance Process – High-Level Presentation: MS-Powerpoint presentation of the stakeholders priorities and processes. Q4 2021

Cloud Governance Process – Detail-Level Design: documentation of the processes. Q3 2020

Cloud Governance Process – Detail-Level Documentation: details of the common processes. Q1 2021

Cloud Governance Process – Detail-Level Presentation: MS-Powerpoint presentation of the stakeholders priorities and processes. Q2 2021

Cloud Governance Process – Detail-Level Sub-Process Documentation: details of the common processes and sub-processes. Q3 2022

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may be required to visit facilities site locations and construction sites outside the NCR.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

18-Jan-2021

Initial End Date / Date de fin initiale :

31-Jan-2023

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) : <div style="border: 1px solid black; width: 150px; height: 25px; float: right;"></div>	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Travel Requirement(s) / Exigence(s) de voyage :	<div style="border: 1px solid black; padding: 2px;">n/a</div>
Work Location(s) / Lieu(x) de travail :	<div style="border: 1px solid black; padding: 2px;">Within the National Capital Region on CBSA premises</div>

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div>+</div> <div>-</div> Business Transformation Architect	3			\$361,204.80
Estimated Cost / Coût estimatif				\$361,204.80
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	13.000	Applicable Taxes / Taxes applicables		\$46,956.62
Total Estimated Cost / Coût total estimatif				\$408,161.42

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By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

**NEWBURY RUSSELL** Digitally signed by NEWBURY RUSSELL  
Date: 2021.01.18 08:44:32 -05'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

**Cornelisse, Alexander** Digitally signed by Cornelisse, Alexander  
DN: CN = Cornelisse, Alexander C = CA O = GC OU = PWGSC-TPSGC  
Date: 2021.01.18 09:20:23 -05'00'

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature

DocuSigned by:

1/15/2021

DB1217C67D1544B...

Date

**Purchasing Office - Bureau des achats:**  
 Informatics Professional Services - EL  
 Division/Services professionnels en informatique -  
 division EL  
 Terrasses de la Chaudière 4th Floor  
 10 Wellington Street  
 Gatineau  
 Québec  
 K1A 0S5

**CONTRACT - CONTRAT**

**You are requested** to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.

**Nous vous demandons** de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

The Vendor/Firm hereby accepts/acknowledges this contract.

Le fournisseur/entrepreneur accepte le présent contrat/en accuse réception.

Signature

Date

Name, title of person authorized to sign (type or print)

Nom et titre du signataire autorisé (taper ou imprimer)

**Comments - Commentaires**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du fournisseur/de l'entrepreneur**  
 869631606PG0001  
 EMERION  
 368 Dalhousie Street  
 Suite 200  
 Ottawa  
 Ontario  
 K1N7G3  
 Canada

<b>Title - Sujet</b> TBIPS IT Services EDW & BI	
<b>Contract No. - N° du contrat</b> 47419-223800/001/EL	<b>Date</b> 2019-07-08
<b>Client Reference No. - N° de référence du client</b> 1000343800	
<b>Requisition No. - N° de la demande</b> 47419-223800	
<b>File No. - N° de dossier</b> 637el.47419-223800	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s)</b> <b>Code(s) financier(s)</b> 192060080 2001/30700	
<b>GST/HST</b> <b>TPS/TVH</b>	
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> <div>Specified Herein Précisé dans les présentes</div>	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Bitsene, Marlene	<b>Buyer Id - Id de l'acheteur</b> 637el
<b>Telephone No. - N° de téléphone</b> (613) 858-9976 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$2,745,050.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b> BITSENE, MARLENE	

Digitally signed by BITSENE, MARLENE  
 Date: 2019.07.08 13:53:36 -04'00'

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**FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK-BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

**A.7 PROGRAMMER ANALYST (COGNOS DEVELOPER) – LEVEL 3**  
**I.11 TECHNOLOGY ARCHITECT (DATA WAREHOUSE) – LEVEL 2**  
**I.3 DATABASE ANALYST (EDW & BI) – LEVEL 3**  
**I.5 IM ARCHITECT (EDW & BI) – LEVEL 3**  
**P.9 PROJECT MANAGER – LEVEL 2**

**FOR  
 CANADA BORDER SERVICES AGENCY (CBSA)**

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**List of Annexes to the Resulting Contract:**

Annex A Statement of Work

Annex B Basis of Payment

Annex C Security Requirements Check List

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## 1. Requirement

- (a) Emerion (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

## 2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
  - (iii) Canada will send the first TA to the first ranked Contractor, the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.
  - (iv) The Contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the next-ranked Contractor. In the event that Canada determines the proposed

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resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.

- (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors in that same Workstream.
  - (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
  - (viii) Any of the contractors may advise the Technical Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under one or more TAs issued under this series of contracts, and no draft TA will be sent to that contractor until that contractor has given notice in writing to the Technical Authority and the Contracting Authority that it is again available to perform additional tasks.
  - (ix) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A,B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B of Annex A.
  - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
    - (A) the task number;
    - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
    - (C) the categories of resources and the number required;
    - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
    - (E) the start and completion dates;
    - (F) any option(s) to extend initial end date (if applicable);
    - (G) milestone dates for deliverables and payments (if applicable);
    - (H) the number of person-days of effort required;
    - (I) whether the work requires on-site activities and the location;
    - (J) the language profile of the resources required;
    - (K) the level of security clearance required of resources;



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- (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
  - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 2 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
 To be validly issued, a TA must include the following signatures:
  - (i) for any TA, inclusive of revisions, with a value less than or equal to 300,000.00 (excluding Applicable Taxes), the TA must be signed by the Technical Authority; and
  - (ii) for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and Contracting Authority.

Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
  - (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
  - (ii) The quarterly periods are defined as follows:
    - (A) 1<sup>st</sup> quarter: April 1 to June 30;
    - (B) 2<sup>nd</sup> quarter: July 1 to September 30;
    - (C) 3<sup>rd</sup> quarter: October 1 to December 31; and
    - (D) 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.

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- (iii) Each report must contain the following information for each validly issued TA (as amended):
    - (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
    - (B) a title or a brief description of each authorized task;
    - (C) the name, Resource and level of each resource involved in performing the TA, as applicable;
    - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
    - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
    - (F) the start and completion date for each authorized task; and
    - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
  - (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
    - (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
    - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.
  - (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex A.
  - (i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.
- 3. Minimum Work Guarantee**
- (a) In this clause,
    - (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
    - (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
  - (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

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- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
  - (i) for default;
  - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
  - (iii) for convenience within ten business days of Contract award.

#### 4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

##### (a) General Conditions:

- (i) 2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
  - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
  - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

##### (b) Supplemental General Conditions:

The following Supplemental General Conditions:

- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

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## 5. Security Requirement

The following security requirements (SRCL # 19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS, CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
  - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - b. *Industrial Security Manual* (Latest Edition).

### ADDITIONAL CBSA SECURITY REQUIREMENT:

- (a) The CBSA, will conduct its own personnel Reliability Status assessment on the recommended Bidder and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the "Policy on Government Security – Personnel Security Standard", irrespective of whether such assessment has already been conducted under any such policies. Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized secure official with CBSA's "Personnel Security Screening Section"(PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).
- (b) For each proposed resources, the Bidder should submit a complete signed original TBS 330-23 Form – Personnel Screening Consent and Authorization (<https://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.asp>) with their bid. If not provided with the bid, the Bidder must provide it upon request and in the timeframe stated by the Contracting Authority (prior to Contract Award).
- (c) Until the credit check, fingerprinting and all other security screening processes required by this Request for Proposal have been completed and the recommended Bidder and the proposed personnel is deemed suitable by the CBSA, no contract will be awarded and the recommended Bidder personnel will not be permitted access to Protected / Classified information or assets, and will not be permitted to enter sites where such information or assets are kept.
- (d) In the event the recommended Bidder is not deemed suitable following the security screening process required by the CBSA, the said recommended Bidder's bid will be deemed non-compliant and the next ranked Bidder will be contacted. If only one bid was obtained and the recommended Bidder does not meet the security requirement, then, the Contracting Authority will determine the next steps in order to ensure all requirements are met.

\*Fees are applicable. Fingerprinting will be at the Bidder's cost.

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## 6. Contract Period

- (a) **Contract Period:** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
- (i) The "Initial Contract Period", which begins on the date the Contract is awarded and ends two years later; and
  - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional two-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
  - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

## 7. Authorities

### (a) Contracting Authority

The Contracting Authority for the Contract is:

Name: Marlene Bitsene  
 Title: Supply Team Leader  
 Public Works and Government Services Canada  
 Acquisitions Branch  
 Directorate: Professional Services Procurement Directorate  
 Address: 11 Laurier St., Gatineau, Québec  
 Telephone: 613-858-9976  
 E-mail address: marlene.bitsene@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### (b) Technical Authority

The Technical Authority for the Contract is:

Name: Nathalie Gaul  
 Title: Manager, Enterprise Data Warehouse & Business Intelligence  
 Organization: Canada Border Services Agency (CBSA)  
 Address: 333 North River Road  
 Tower A, 7th floor  
 Ottawa, ON K1A 0L8  
 Telephone: (343) 291-5306 OR (613) 218-7962 (cell)  
 E-mail address: [nathalie.gaul@cbsa-asfc.gc.ca](mailto:nathalie.gaul@cbsa-asfc.gc.ca)

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

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(c) **Contractor's Representative**

Name:  
 Title:  
 Address: 368 Dalhousie Street, Suite 200 Ottawa, Ontario K1N 7G3  
 Telephone: (613) 241-0222  
 Facsimile: 613 – 241-2229  
 E-mail address: contracts@emerion.ca

**8. Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

**9. Payment**

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Travel and Living Expenses – National Joint Council Travel Directive** The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”. All travel must have the prior authorization of the Technical Authority. The Contractor will be paid for actual time spent travelling in accordance with the firm per diem rate set out in Annex B which per diem is based on a 7.5-hour workday.
- (iv) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (v) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.

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- (vi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - (A) when it is 75 percent committed, or
  - (B) 4 months before the contract expiry date, or
  - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment - Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work performed has been accepted by Canada.

(d) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the

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TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

- (e) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

- (f) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Electronic Data Interchange (EDI);
- (v) Wire Transfer (International Only);
- (vi) Large Value Transfer System (LVTS) (Over \$25M)

- (g) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

- (h) **Payment Credits**

- (i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
- (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
  - (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or



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- (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.
- (i) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
  - (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
  - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

## 10. Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.

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- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original and one copy of each invoice to the Technical Authority's paying office (CBSA Finance), and a copy to the Contracting Authority.
- (e) All invoices must be submitted by e-mail on a monthly basis at the following address:

**Email:** vendors-fournisseurs@cbsa-asfc.gc.ca

This email address is to be used for submitting invoices and for payment status inquiries. Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

- (f) **Direct Deposit:**  
The Government of Canada will soon be phasing out federal government cheques; Businesses that supply goods and services to the Government of Canada are strongly encouraged to enrol in direct deposit for account payable.

The Contractor is to contact ca-ci@cbsa-asfc.gc.ca to obtain additional information regarding direct deposit enrolment process and the steps to be followed.

**IMPORTANT NOTE:** If the Contractor omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

#### 11. Certifications and Additional Information

- (a) Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

#### 12. Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

#### 13. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

#### 14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
  - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;

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- (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows;
  - (i) Appendix A to Annex A - Tasking Assessment Procedure;
  - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
  - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
  - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated April 18, 2019.

**15. Foreign Nationals (Canadian Contractor)**

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

**16. Insurance Requirements**

**(a) Compliance with Insurance Requirements**

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

**(b) Commercial General Liability Insurance**

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
  - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The

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interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.

- (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
- (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:  
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## 17. Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
    - (B) physical injury, including death.
  - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
  - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
  - (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
  - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
    - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
  - (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore

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Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

**18. Professional Services - General**

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

**Replacement of Specific Individuals**

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - (B) security information on the proposed replacement as specified by Canada, if applicable.

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The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
  - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

## 19. Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

## 20. Reporting Requirements

The Contractor must provide status reports and any other reports as and when requested by the Technical Authority through the issuance of a Task Authorization. The Contractor must also provide the Periodic Task Authorization Usage Reports to the Contracting Authority on a quarterly basis in accordance with article 7.2 (g)

## 21. Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and

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experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

## 22. Implementation

- (a) **Implementation of Professional Services:** If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

## 23. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.



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**ANNEX A**

**STATEMENT OF WORK**

**Enterprise Data Warehouse and  
 Business Intelligence  
 for the  
 Procurement of IT Professional Services**

**1. INTRODUCTION**

Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods.

Under this mandate, CBSA enables effective and efficient administration and operation of border management and its internal operation through the design, development, implementation and ongoing support of innovative tools and solutions.

The Information, Science and Technology Branch (ISTB) provides technology leadership of business applications in support of CBSA's strategic priorities including administrative and corporate programs of the Agency. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

Organizational readiness and stability allows the Agency to achieve its mandate, deliver on its priorities and adapt to an evolving business environment. Investing in a modern IT infrastructure, introducing innovative productivity tools and administrative applications allows CBSA to maintain a high standard of service delivery and improve efficiencies.

To that end, the Common and Corporate Systems Division (CCSD) is responsible for the development, production support and maintenance of innovative business applications. These include mission critical and high-availability systems as well as applications that serve as common components for internal and external stakeholders. The division is also responsible for the design, development and delivery of enterprise and corporate solutions in support of CBSA's mandate and priorities.

Key divisional activities include:

- Providing the planning, analysis, design, development, and implementation of enterprise and corporate applications in support of common and corporate programs and administrative functions across the Agency;
- Promote reusability through established CBSA best practices and standards by meeting the overlapping needs of the various IT projects, thus eliminating the need for each initiative or project to fund and build these common components;
- Serving as the center of expertise for all IT development projects related to common and corporate business programs, functions and activities;
- Serving as Technical Leaders for common and corporate application releases and upgrades which includes developing System Use Cases, Detailed Design Documents, participating in System Engineering Method (SEM) reviews and other development related documentation;
- Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
- Coordinating the procurement, integration and ongoing support of commercial off-the-shelf (COTS) software products and IT hardware needed to meet the business requirements;
- Providing maintenance and production support for a wide-range of common and corporate

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applications.

The Common and Corporate Systems Division is composed of four sections. The mandate of each section is explained below.

1. Enterprise Data Warehouse and Business Intelligence (EDW & BI)

The EDW and BI section is responsible for the development of Business Intelligence and Mining solutions of the Canada Border Services Agency's data warehouse and all its components. Key activities include, analysis, design and acquisition of source data for reporting purposes. The data warehouse is the main source of information for report generation, analysis, and presentation through ad-hoc reports, portals, and executive dashboards.

2. Business Process Automation (BPA), Business to Business (B2B) Integration and Customs Enterprise Commerce Platform (CECP)

The BPA, B2B integration and CECP section is comprised of four units.

The B2Bi and CECP units consist of the B2Bi development team (supporting B2B services), the CECP development team (supporting the development of the CECP set of applications), and the B2Bi support team (providing client support of both the B2B and CECP applications and services). These units specialize in application development of enterprise-level Web and Enterprise Data Exchange based services (EDI). These services provide the capability to manage data exchange between external organizations, and CBSA internal applications and services. This team maintains critical COTS and custom products that directly support enterprise applications.

As for the Business Process Automation (BPA) team, they specialize in software development and maintenance of various line-of-business critical and non-critical COTS and custom applications that meet the specific needs of our corporate clients.

3. Administrative and Corporate Applications

The mandate of the Administrative and Corporate Application section is to lead the design, development, integration and ongoing support of the administrative and corporate applications for a multitude of clients. These systems provide direct support of key and common functions performed across every GoC departments and agencies such as, ministerial correspondence, access to information, communication services, property management, document and records management, etc. These include both customized and commercial off-the-shelf software products.

4. SAP Technical Competency Centre (SAP TCC)

The SAP Technical Competency Centre is composed of subject matter experts responsible for the development and integration of SAP-based solutions for the Agency. This includes direction, technical advice and ongoing support of SAP-based applications and underlying technical infrastructure. The SAP TCC is also responsible for maintaining the operational aspects needed for the applications to function properly and also has responsibility for the design, testing and improvement of applications that form part of SAP application portfolio.

Line-of-Business Applications and Tools

The Common and Corporate Systems Division (CCSD) is responsible for the development, integration, implementation and ongoing support of numerous line-of-business applications and systems. A list of

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current applications including commercial-off-the-shelf software products with an indication of the primary development languages is provided below:

Applications / Systems / COTS	Development Languages
Access to Information	COTS
Accounts Receivable Ledger	ABAP
AIS Help Desk	ASP
ANCILE uPerform (SAP Productivity Pak)	COTS
Apollo - Electronic Document and Records Management System (GCDOCS)	COTS
Articulate Storyline	COTS
Automated Personal Security Screening	MS Access, VBA
Business Warehouse	ABAP
CA Clarity	COTS
CBSA Intranet	ASP, HTML, JAVASCRIPT, XML
CBSA Wiki	COTS
Central Course Registration System	ASP
Communications Portal	ASP
Consolidated Management Reporting System	Cognos Framework Manager V10.2
Consolidated Management Reporting System Enterprise Data Warehouse	Cognos Framework Manager V10.2
Correspondence Tracking System	COTS
Customs Electronic Commerce Platform	Java, C++ , Visual Basic 6.0, Various Scripting Languages, PERL, DB2 Stored Procedures, Spring Framework
Customs Electronic Commerce Platform - Query & Data Viewing Utility	Microsoft Visual Basic V6, DB2 Stored Procedures
Customs Interest Calculation Program	Java 1.6 / Spring 1.2 / HTML / Javascript / CSS
Customs Internet Gateway	Java
Customs Officer Scheduling System	MS Access 2000
Customs Query	Java
Directory of Offices	Java, JavaScript
Enforcement Library	Smalltalk
Global Case Management System (GCMS) Printing Solution	N/A
Global Query Component	Java
Incident Management Reporting System	Java 6, Flex 3.4.1, Adobe LiveCycle ES4
Integrated Border Query	Java
Integrated Customs Enforcement System	PowerScript

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Intelligence Management System	Smalltalk
Interdiction and Border Alerting Service	Java
Internal Placement Process	Java 1.6 / Hibernate 4.1 / Spring 3.1 / HTML / Javascript
Marine Domain Awareness (MDA) Watchkeeper	COTS
MEI-B2B - Administration and Configuration Web Application	Java, Jersey
MEI-B2B - Electronic Data Interchange (EDI) Gateway	BPML, Java
MEI-B2B - Tracking Service	Java
MEI-B2B - Web Services Gateway	Java
Occurrence Reporting System	Smalltalk
Personnel Security Screening System	Java 1.7, Spring 4.1, Hibernate 4.2
Question Mark	COTS
Recourse Content Management System – Enforcement	Java 6, Flex 4.6
Recourse Content Management System – Trade	Java 6, Flex 4.6, Adobe LiveCycle, Cognos Reporting
Revenue Ledger	ABAP
Salary Forecasting System	COTS
SAP Process Orchestrator	Java
SAP Solution Manager	ABAP
System Access Management	ASP, JavaScript, CSS
Teammate Audit Management	COTS
Trade Compliance Management System	Java
Virtual Learning Environment	COTS
Work Order Database	ASP, JavaScript, CSS

#### Existing and Upcoming Projects and Initiatives

Besides the ongoing maintenance and operational support of existing line-of-business applications and systems, CCSD is currently leading multiple projects to further enhance and deliver new capabilities and services across the Agency. These include but are not limited to:

- a) Development and implementation of a Port of Entry Management System (POEMS) designed to produce daily shift schedules. The application will also allow front line management to track daily events, disseminate administrative information and broadcast the daily schedule.
- b) Replacement and enhancement of the existing Recourse Content Management System (RCMS) Trade, RCMS Enforcement and Incident Management Reporting System (IMRS) due to an urgent need to change front-end interface technology.
- c) Integration, implementation and ongoing support of a COTS software product that will accept data from the Public Service Commission's GC Jobs and permit CBSA staffing employees to manage selection and appointment processes. This project is referred to the HR Integrated Staffing Solution (ISS).
- d) Integration of the Accounts Receivable Ledger (ARL) and the Revenue Ledger systems into the CBSA Assessment and Revenue Management (CARM) application.
- e) Integration of B2B into the CBSA Assessment and Revenue Management (CARM) application.
- f) CBSA is working on a Planning, Forecasting and Budgeting initiative based on a SAP Business

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Warehouse (BW), Business Planning & Consolidation and Business Objects platform extracting Corporate Administration System (CAS) data from Canada Revenue Agency (CRA) and also from Account Receivable Ledger (ARL). The scope of the project was expanded to include additional CRA CAS-HR and CBSA Salary Forecasting System data as well as providing extended reporting capability. The project was amended to include construction and migration of the SAP BW information assets and applications to an appliance-based SAP-HANA database.

- g) Development and implementation of any B2B and/or EDW BI work that could be required for the Passenger Protect Program. The Passenger Protect Program works with air carriers to screen commercial passenger flights to, from and within Canada in order to protect safety at home and abroad.

#### Technical Environments

##### a) SAP Enterprise Resource Planning (ERP)

- The SAP Enterprise Central Component (ECC) technical environment is an Enterprise level, 3 tiered ABAP version 6.00 EHP5 hosted on Windows 2008 server R2 and Sybase database. The system configuration is based on a 6 server landscape including a Sandbox, Development, Quality Assurance, Volume, Training and Production systems.
- The SAP Process Orchestration technical environment is Enterprise level, 3 tiered Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Solution Manager technical environment is Enterprise level, 3 tiered ABAP and Java hosted on Windows 2008 server R2 with Sybase database.
- The SAP Business Warehouse (BW) technical environment is Enterprise level 3-tier ABAP hosted on Windows 2008 server R2 with Sybase database. The system configuration is based on a 4 server landscape including a Sandbox, Development, Quality Assurance and Production system. The components are: SAP\_BW, BI\_CONT and BPC with ICM using HTTP/HTTPS connectivity through SAP Web Dispatcher.
- Other technical characteristics:
  - SAP BASIS
  - SAP HANA
  - SAP PSCD
  - SAP FI
  - SAP Process Orchestration (SAP PO)
  - SAP NetWeaver Development Infrastructure
  - SAP NetWeaver Development Studio
  - SAP Solution Manager
  - SAP BusinessObjects
  - SAP Security Authorizations
  - SAP NetWeaver BI
  - SAP Human Capital Management (HCM)
  - SAP Redwood Scheduler
  - ANCILE uPerform (SAP Productivity Pak)
  - PowerShell scripting
  - Linux
  - Unix

##### b) Business to Business (B2B) and CECF

The Canada Border Services Agency (CBSA) processes an immense number of electronic information with external Trading partners as part of its mandate. The Common & Corporate Services Division (CCSD) implemented Multi-Enterprise Integration (MEI) also known as Business-to-Business

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integration solutions (B2B). B2B integration is an enterprise capability meant to facilitate the capture and sharing of electronic information exchanged between CBSA, Participating Government Agencies (PGAs) / Other Government Departments (OGDs), and private enterprise upon a common centralized integration model. The Business to Business foundational components providing the CBSA with a technological communications hub that allows IT systems belonging to one organization to communicate with the systems of another organization, while minimizing costly changes for either system. The B2B/CECP technical environment consists of:

- Extensible Markup Language (XML)
  - XML Schema Definition (XSD)
  - Document Type Definition (DTD)
  - XPATH
  - XSLT
  - Xquery
- Java
  - IBM Rational Software Architect
  - Eclipse 3.x and 4.x IDE
  - J2EE (WebSphere)
  - JMS (WebsphereMQ)
  - WebSphere Application Server (WAS)
  - JDBC and Hibernate
  - Spring and Spring Integration Framework
  - Jersey
  - ANT, Apache Maven, SVN, git
  - IBM DataPower
  - GatewayScript
  - Multi-protocol Adapters
  - IBM Transformation Extender Maps
  - IBM Integration Bus (IIB)
- Communication Protocols
  - File Transfer Protocol (FTP)
  - Hypertext Transfer Protocol (HTTP)
  - Simple Mail Transfer Protocol (SMTP)
  - Managed File Transfer including PWGSC's MSFT solution
- Service Oriented Architecture (SOA)
  - Simple Object Access Protocol (SOAP)
  - Web Service, Representational State Transfer (REST)
  - WS-Security
  - SSL, TLS
- Electronic Data Interchange (EDI)
  - ANSI X.12
  - EDIFACT
  - IATA Standards
  - World Customs Organization (WCO) Data Model
  - Financial, Transportation data models
- Interoperability & Integration
  - Web Services standards – SOAP and REST
  - Web Services Definition Language (WSDL)
  - Business Rules Management Solution
  - Enterprise Service Bus
  - Encryption/Decryption

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- CA-Idm/SM
- Request/Response

- c) Business Process Automation (BPA)
- Java

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- 
- Hibernate 4.1
  - Spring 3.1
  - Spring Integration Framework
  - HTML5
  - JavaScript
  - Adobe Flex 3.4.1 and 4
  - Adobe LiveCycle ES4
  - Adobe Designer ES4
  - Adobe Experience Manager (AEM)
  - PowerScript
- d) Enterprise Data Warehouse (EDW) & Business Intelligence (BI)
- Cognos 10.2 BI Suite
    - IBM Cognos Report Studio
    - IBM Cognos Analysis Studio
    - IBM Cognos Query Studio
    - IBM Cognos Transformer
    - IBM Cognos Framework Manager
  - Database ETL (Extract, Transform, Load) techniques and tools
  - DB2 DBMS
  - IBM WebSphere DataStage
  - DataStage ETL
  - IBM DB2 RDBMS (Relational Database Management System)
  - erwin Data Modeler
  - IBM IDA
  - IBM Pure Data
  - IBM InfoSphere Information Server Suite
- e) Office Productivity Suite and Tools
- Microsoft Word
  - Microsoft Excel
  - Microsoft PowerPoint
  - Office Suite (Word, Excel, PowerPoint)
  - Microsoft Visio
  - Microsoft Project
  - Internet Explorer
  - Microsoft Access
  - OpenText GCDocs
- f) Operating Systems
- Unix
  - Linux
  - Microsoft Windows 7
  - Microsoft Windows 10
  - OS/360
- g) Other development tools and programming languages
- Smalltalk object-oriented language
  - Business Process Modeling Language (BPML)



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## 2. REQUIREMENTS

The Enterprise Data Warehouse and Business Intelligence (EDW & BI) section has requirements for informatics professional resources as outlined in Table A-1 below, to fulfill different roles and perform a wide range of tasks. These resources will work on existing and upcoming CBSA IT projects and will also provide operational support for the upkeep of line-of-business applications identified earlier. The tasks for each resource requirement are described below.

The Contractor must provide these TBIPS resource categories to work with CCSD employees and other contractor supplied resources, on an "as and when requested" basis as initiated through Task Authorizations (TA's).

**Table A-1**

<b>TBIPS Reference</b>	<b>Resource Category</b>	<b>Experience Level 1, 2 or 3</b>	<b>Estimated Number of Resources</b>
A.7	Programmer/Analyst (COGNOS Developer)	3	3
I.11	Technology Architect (Data Warehouse)	2	3
I.3	Database Analyst (EDW & BI)	3	2
I.5	Information Management Architect (EDW & BI)	3	3
P.9	Project Manager	2	2
<b>TOTAL</b>			<b>13</b>

## 3. DELIVERABLES

For each Task Authorization (TA) that is issued against this contract, the Contractor must provide various deliverables and other related documents as specified in the respective TA.

## 4. CONSTRAINTS

### 4.1 Regular Meetings

The Contractor's selected resource must meet with the Technical Authority or his/her representative on a priority basis or as requested to discuss any issues associated with the provision of the required services. These meetings will be at no additional cost.

### 4.2 Work Guidance

The resource will work under the guidance of the Technical Authority or his/her representative.

### 4.3 Status Reports

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The Contractor must provide the Status reports as detailed within the Task Authorization.

#### **4.4 Support Resources**

The CBSA will provide a workstation, email and system access.

#### **4.5 Normal Working Hours**

Work must be performed during core business hours between 7:00 – 18:00, Monday to Friday. From time to time, operational support may be required outside core business hours. It is also important to note that some resources will be required on a part-time basis. Working hours including the need for after-hour support will be identified in each TA.

#### **4.6 Work Location**

It is anticipated that the majority of the work associated with each TA will be carried out on-site at CBSA facilities in the National Capital Region (NCR). The Contractor may be required to attend meetings at CBSA and at key GoC stakeholder locations.

#### **4.7 Travel Requirement**

There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA. All expenses for travel within the NCR are to be paid by the Contractor.

#### **4.8 Language Requirements**

The resource must be able to communicate with ease and effectively in English, both orally and written. There may be a requirement from time to time for a resource to conduct business in the French language and have acceptable bilingual capability. Language requirements will be identified in each TA.

## **5. RESOURCE TASKS AND DELIVERABLES**

The following are the tasks, skills and deliverables associated with each resource requirement. Tasks and deliverables will be further specified in each Task Authorization (TA).

**TBIPS Category:** A.7 Programmer/Analyst (COGNOS Developer)

**Experience Level:** Level 3

### **Tasks**

Tasks and responsibilities could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems

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5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Produce analysis documents, requirements documents, work estimates and design documents for business intelligence deliverables such as cubes, reports and packages
8. Assist with the review and redesign of legacy corporate reporting information assets, including providing recommendations and guidance to consolidate and/or develop these information assets to improve ease of use, readability and other functionality
9. Develop and implement Business Intelligence software deliverables of varying complexity using COGNOS 10.2 BI Suite tools
10. Design, test and deploy complex solutions using IBM COGNOS Report Studio to meet business requirements
11. Provide information sessions for knowledge transfer, mentoring or troubleshooting to other Cognos developers and stakeholders.

### **Specialties and Skills**

Specialties could include but not limited to:

- a) Cognos 10.2 BI Suite:
  - i. IBM Cognos Report Studio
  - ii. IBM Cognos Analysis Studio
  - iii. IBM Cognos Query Studio
  - iv. IBM Cognos Transformer
  - v. IBM Cognos Framework Manager
- b) Database ETL (Extract, Transform, Load) techniques and tools
- c) DB2 DBMS
- d) Microsoft Office Suite (Word, Excel, PowerPoint)
- e) Microsoft Visio
- f) Microsoft Project
- g) Internet Explorer

### **Deliverables**

Deliverables could include but not limited to:

- a) Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and packages
- b) Cognos Framework Manager Models and packages
- c) Cognos reports, cubes, analyses, packages

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- d) Forms, manuals, programs, data files, and procedures for system and/or applications
- e) Design, support and procedural documents to support all software deliverables
- f) Provide information sessions for knowledge transfer, mentoring or troubleshooting to other Cognos developers and stakeholders of the assigned work, supported by documentation
- g) Monthly status reports of the work performed.

**TBIPS Category: I.11 Technology Architect (Data Warehouse)**

**Experience Level: Level 2**

### **Tasks**

Tasks and responsibilities could include but not limited to:

1. Develop technical architectures, frameworks and strategies to meet the business and application requirements for a large-scale data warehousing initiative in an ETL (Extract, Transform and Load) environment
2. Identify the business, IT and application policies and requirements that drive out a particular solution
3. Ensure the integration of all aspects of technology solutions are consistent with the stated vision
4. Perform impact analysis by required due dates of applicable technology changes when requested
5. Provide ETL, DataStage and applicable support to applications and/or technical support teams in the proper application of existing infrastructure
6. Review in-house or developed application and program design or technical infrastructure design to ensure adherence to enterprise and development standards and to recommend performance improvements to stakeholders
7. Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation
8. Manage the development and implementation of an architectural improvement plan (strategic architecture plan for warehouse)
9. Ensure ETL technical alignment with the ETL Development Standards amongst major departmental projects for Data Warehouse
10. Develop ETL best practices, standards, templates and methodologies in a DataStage environment in accordance with DataStage standards and ETL Development standards or Industry standards
11. Implement Configuration Management controls to ensure quality and supportability of the resulting Data Warehouse (DW)/Data Management (DM) environments while adhering to the Iterative Methodology
12. Review Business Intelligence (BI) client requirements documentation such as BRD and BUC

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13. Define and assist with ETL tool installation, configuration and integration strategies
14. Automate data feeds from external third party sources outside the organization as required
15. Participate in the design, development and testing of ETL jobs, scripts and routines in accordance with the Service Lifecycle Management Framework
16. Develop the ETL requirements and formulate the ETL architecture document that would require modification to any changes made
17. Participate in ERWin and IDA model reviews
18. Shred XML Data into relational tables using DataStage
19. Develop and maintain an integrated ETL architecture
20. Develop detailed development plans
21. Perform code walkthroughs
22. Develop ETL specifications and ETL design diagrams
23. Define ETL metadata capture solution
24. Define primary and secondary data captures strategies for internal and external data sources
25. Provide advice to developers and designers
26. Coach, mentor and train ETL designers and developers to perform any of the above.

### **Specialties and Skills**

Specialties could include but not limited to:

- a) IBM WebSphere DataStage
- b) DataStage ETL
- c) IBM DB2 RDBMS (Relational Database Management System)
- d) Unix
- e) Linux
- f) ERWin Data Modeler
- g) IBM IDA
- h) IBM Pure Data
- i) IBM InfoSphere Information Server Suite
- j) Cognos Report Net
- k) IBM Cognos 10 BI Report Studio
- l) IBM Cognos 8 or 10 Data Manager/Decision Stream (ETL)
- m) IBM Cognos 8 or 10 Framework Manager (Metadata Modeling)

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- n) IBM Cognos 8 BI Modeling
- o) IBM Cognos 8 OLAP Modeling – Transformer
- p) PL/SQL

### **Deliverables**

Deliverables could include but not limited to:

- a) Weekly progress reports
- b) Provide impact documents in (Word or Excel or pdf) format which include detailed technical tasks to be completed as well as level of effort required to complete these tasks, assumptions and dependencies
- c) Provide option analysis documents as requested
- d) Develop EL requirements and formulate ETL architecture.

**TBIPS Category: I.3 Database Analyst (EDW & BI)**

**Experience Level: Level 3**

### **Tasks**

Tasks and responsibilities could include but not limited to:

1. Develop a comprehensive understanding of Data Warehouse processes and content
2. Provide support, develop and present DW/BI strategies, roadmaps and project plans
3. Develop complex SQL queries incorporating inner joins, outer joins, aggregates, unions, sub-queries, group by, where clause, having clause, triggers, cursors, views, XML query function and other advanced SQL fundamentals and utilize SQL expertise to support and assist Data Modelers, Data Warehouse Analysts, Testers and End Users
4. Provide input with BI/DW database performance and design related issues
5. Provide support to develop an Enterprise Data Warehouse model; including logical model integration of data from multiple subject areas and use Kimball Methodology (dimensional models integrated via conformed dimensions)
6. Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements
7. Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database
8. Mediates and resolves conflicts among users' needs for data
9. Advise programmers, analysts, and users about the efficient use of data
10. Provide input into Data Warehouse design decisions
11. Examine data available in existing data source and collect statistics about that data
12. Write source to target mappings
13. Work within the Service Lifecycle Management Framework.

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**Specialties and Skills**

Specialties could include but not limited to:

- a) IBM InfoSphere DataStage
- b) IBM InfoSphere Information Server (Metadata Workbench, Business Glossary, Information Analyzer)
- c) IBM DB2 LUW
- d) IBM/zOS DB2
- e) IBM Puredata for Analytics
- f) Unix
- g) Linux
- h) ERWin Data Modeler
- i) IBM Data Architect
- j) IBM Cognos
- k) IBM SPSS
- l) IBM Change Data Capture
- m) Microsoft SQL
- n) XML
- o) Microsoft Office Suite (Word, Excel, PowerPoint)
- p) Microsoft VISIO
- q) JIRA
- r) Kimball Methodology

**Deliverables**

Deliverables could include but not limited to:

- a) Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and package
- b) Examine data available in existing data source and collect statistics and information about that data via data profiling
- c) Develop complex SQL Queries incorporating inner joins, outer joins, aggregates, unions, sub-queries, group by, where clause, having clause, triggers, cursors, views, XML query functions and other advanced SQL fundamentals
- d) Reconcile between source data and data within the data warehouse
- e) Translate business requirements into specification documents
- f) Provide input to Data Warehouse Database Design decisions
- g) Write documentation in support of TASKS above as required
- h) Status and progress reports provided weekly and/or monthly.

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**TBIPS Category:** I.5 Information Management Architect (EDW & BI)

**Experience Level:** Level 3

### **Tasks**

Tasks and responsibilities could include but not limited to:

1. Analyse existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration
2. Develop and document detailed statements of requirements and gather Business Intelligence (BI) requirements
3. Evaluate existing IM policies, procedures and methods, identify and document new processes and develop implementation strategies and plans to support the implementation of Open Information and Open Data
4. Develop and define IM strategies required to address data governance and data management in the following areas: data quality, data security, data shareability, meta data, data architecture and data integration
5. Organize and lead, or facilitate, consultation meetings with IM Specialists and business subject matter experts to assess the feasibility of their Open Data requirements and provide advice on data sharing and data management to achieve Open Government Directive compliance
6. Apply a structured business and data architecture approach and methodology for capturing the key views of various projects
7. Review and provide feedback on existing architecture
8. Define linkage between data elements shared between line-of-business applications and the Data Warehouse using the current Data Warehouse metadata toolset – IBM InfoSphere Metadata Workbench and Business Glossary
9. Provide expert advice in defining new business requirements and opportunities to apply efficient and effective solutions across all pillars in traditional BI /Reporting
10. Provide training and guidance of knowledge acquired through work and research to junior staff who are working on various projects, which includes transfer of knowledge
11. Liaise with pillar business and IT representatives to assess program needs
12. Analyze and document Data Warehouse data within the current Data Warehouse metadata toolset – IBM InfoSphere Metadata Workbench and Business Glossary
13. Perform cost/benefit analysis of implementing new processes and solutions
14. Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies
15. Analyze and document end-user request for improvements or alterations
16. Prepare briefing material and presentations for senior management
17. Communicate with stakeholders to define requirements
18. Provide input into data warehouse design decisions
19. Develop complex SQL queries
20. Examine data available in existing data source and collect statistics about that data



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- 21. Build and maintain data inventory
- 22. Work within the Service Lifecycle Management Framework (SLMF).

### **Specialties and Skills**

Specialties could include but not limited to:

- a) IBM InfoSphere DataStage
- b) IBM InfoSphere Information Server (Metadata Workbench, Business Glossary, Information Analyzer)
- c) IBM DB2 LUW
- d) IBM/zOS DB2
- e) IBM Puredata for Analytics
- f) Unix
- g) Linux
- h) ERWin Data Modeler
- i) IBM Data Architect
- j) IBM Cognos
- k) IBM SPSS
- l) IBM Change Data Capture
- m) MS SQL
- n) XML
- o) Microsoft Office Suite (Word, Excel, PowerPoint)
- p) Microsoft VISIO
- q) JIRA
- r) Kimball Methodology

### **Deliverables**

Deliverables could include but not limited to:

- a) Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and package
- b) Detailed business requirements documents for use by IT stakeholders in designing and constructing reporting solutions
- c) Quality Assurance plans to guide testers
- d) Options Analysis documents
- e) Risk Dashboard business requirements document
- f) Written and verbal summaries of meetings with stakeholders
- g) Provide status and progress reports

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- h) Analyze and document end-user request for improvements or alterations
- i) Develop Architecture & Design Specifications documents to lead development team
- j) Develop Design/System Requirements Traceability Matrix
- k) Create Primary Data Acquisition Specifications
- l) Track project report and issues in JIRA
- m) Create ETL Specifications
- n) Perform Architecture and Design presentations to the senior management and RMC committees
- o) Develop complex SQL queries.

**TBIPS Category:** P.9 Project Manager

**Experience Level:** Level 2

### **Tasks**

Tasks could include but not limited to:

1. Assist project management personnel, team leads, technical subject matter experts, end users in project coordination and managing tasks spanning across the organization and other government agencies/departments
2. Create, maintain, review and update relevant project documentation and artifacts
3. Maintain documentation on departmental Electronic Document and Records Management Solution (EDRMS)
4. Track and monitor project change requests
5. Provide regular input to periodically update release schedules, project timelines, financial forecasts and other estimates related to a subset of the overall project deliverables
6. Use various desktop tools and office automation software products
7. Communicate orally and in writing with project personnel, technical subject matter experts, team leads and end users on various matters related to projects and various undertakings
8. In collaboration with Project/Team Leads, Portfolio Service Management, document project objectives, budgetary requirements, timeline, roles and responsibilities of team members, deliverables, constraints, etc.
9. Assist and support Team/Project Leader in coordinating projects activities during the development and implementation phases
10. Assist and support Team/Project Leader in managing releases and upgrades to existing applications
11. Ensure project deliverables are on time, within budget and meet client expectations
12. Notify management when issues arise and consult team for corrective actions
13. Identify and monitor risks and constraints
14. Review, monitor and comment on project activities, deliverables and timelines

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15. Identify and report to Team/Project Leader any issues and risks
16. Provide regular status reports
17. Participate in reviews and walkthroughs with project team members
18. Organize, lead and facilitate meetings, including the creation of agendas, preparation of material and maintain record of decisions
19. Prepare presentations using MS PowerPoint
20. Prepare schedules using MS Project.

### **Specialties / Skills**

Specialties could include but not limited to:

- a) Project Management Professional (PMP) certification or PRINCE2 Practitioner certification
- b) PMBOK standards and guidelines
- c) Microsoft Project
- d) ITIL (Information Technology Infrastructure Library) or ITSM (Information Technology Service Management) certification
- e) Microsoft Office Suite (Word, Excel, PowerPoint)
- f) Microsoft Visio
- g) Adobe Acrobat
- h) Project management methodologies
- i) Risk management practices
- j) Strong written and verbal communication skills.

### **Deliverables**

Deliverables could include but not limited to:

- a) Project Overview
- b) Impact Statement
- c) Constraints and Assumptions
- d) Financial Summary
- e) Project Approach
- f) Project Organization
- g) Work Breakdown Structure (WBS)
- h) Preliminary Estimates
- i) Project Schedule
- j) Coordinate the review and provide feedback on Test Plans, Scripts and Use Case
- k) Coordinate the review and provide feedback on Architecture Variance

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- l) Coordinate the review and provide feedback on Business Context Models such as Business Use Case (BUC) models
  - m) Coordinate the review and provide feedback on Preliminary Options Analysis (POA)
  - n) Coordinate the review and provide feedback on Conceptual System Design (CSD)
  - o) Coordinate the review and provide feedback on Technical Design Document (TDD)
  - p) Coordinate the review and provide feedback on Development Strategy
  - q) Review documentation according to CBSA's set of best practices, standards and methodologies
  - r) Prepare Progress and Status Reports including presentations
  - s)** Risk and Issue tracking.

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## APPENDIX A TO ANNEX A

### TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor [in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations".] Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 2 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
  - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
  - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
  - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which

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activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contractor's quotation may be found to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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**APPENDIX B TO ANNEX A**  
**TASK AUTHORIZATION FORM**  
*(Provided under separate cover)*

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## **APPENDIX C TO ANNEX A**

### **RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE**

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

#### **Mandatory and Point Rated Resource Assessment Criteria:**



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**1. A.7 Programmer/Analyst (Cognos Developer) – Level 3**

<b>TBIPS Category: A.7 Programmer/Analyst (Cognos Developer) – Level 3</b>			
<b>Name of Resource:</b>			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
<b>MT1</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as a Programmer Analyst. The proposed resource must have performed at least 6 of the 11 tasks listed in the Statement of Work.</p> <p>The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the proposed resource carried out the work while performing the tasks.</p>		
<b>MT2</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in:</p> <ul style="list-style-type: none"> <li>analyzing and elaborating Business Intelligence (BI) business requirements and information models</li> <li>producing detailed functional specifications; and</li> <li>developing the associated Cognos Framework Manager Models (version 8 or later)</li> </ul>		
<b>MT3</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, producing Cognos (version 8 or later) BI reports and Dashboards.</p>		
<b>MT4</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, producing Cognos (version 8 or later) PowerPlay and Analysis Studio cubes.</p>		
<b>MT5</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, developing complex SQL queries*.</p>		

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	*complex SQL queries contain joins across many tables and several nested conditions.		
<b>MT6</b>	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, using or designing dimensional data models.		

<b>TBIPS Category: A.7 Programmer/Analyst (Cognos Developer) – Level 3</b>				
<b>Name of Resource:</b>				
<b>#</b>	<b>Rated Technical Criteria</b>	<b>Scoring Methodology</b>	<b>Points Max</b>	<b>Cross Reference to proposal (Page #)</b>
<b>RT1</b>	The bidder should demonstrate that the proposed resource has experience creating business information views.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT2</b>	The bidder should demonstrate that the proposed resource has experience providing technical analysis and advice for the design of performance scorecard solutions.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT3</b>	The bidder should demonstrate that the proposed resource has experience analyzing and proposing Business Intelligence solutions which include any of the following: <ul style="list-style-type: none"> <li>• Advanced Analytics</li> <li>• Unstructured Text Analytics</li> <li>• Trend Analysis</li> <li>• Forecasting</li> <li>• Event Monitoring</li> </ul>	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	

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**TBIPS Category: A.7 Programmer/Analyst (Cognos Developer) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT4</b>	The bidder should demonstrate that the proposed resource has experience providing Business Intelligence solutions with IBM Cognos TM1.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT5</b>	The bidder should demonstrate that the proposed resource has experience developing Dynamic cubes using Cognos Cube Designer.	1 to 2 years = 3 points 2+ years = 6 points	6	
<b>RT6</b>	The bidder should demonstrate that the proposed resource has experience modeling DMR (Dynamically Modeled Relational) Packages.	1+ to 3 years = 2 points 3+ to 5 years = 4 points 5+ years = 6 points	6	
Total Available points:			36	
Minimum Total Overall Points Required to be declared responsive:			21	
Total achieved:				

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## 2. I.11 Technology Architect (Data Warehouse) – Level 2

**TBIPS Category: I.11 Technology Architect (Data Warehouse) – Level 2**

**Name of Resource:**

#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
<b>MT1</b>	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Technology Architect in a Data Warehouse development environment. The proposed resource must have performed at least 15 of the 26 tasks listed in the Statement of Work.  The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the proposed resource carried out the work while performing the tasks.		
<b>MT2</b>	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, implementing data warehousing in an Extract, Transform and Load (ETL) environment.		
<b>MT3</b>	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, using IBM InfoSphere DataStage (8.0) or higher as the primary tool to acquire data from a Database Management System.  Example: Loading Mainframe, Sybase, SQL Server (or data source equivalent) source into a Data Warehouse environment.		
<b>MT4</b>	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, scripting within a Unix environment.		
<b>MT5</b>	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, with the IBM DB2 RDBMS (Relational Database Management		

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**TBIPS Category: I.11 Technology Architect (Data Warehouse) – Level 2**

**Name of Resource:**

#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	System) in an IBM Infosphere DataStage environment.		
<b>MT6</b>	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, shredding XML data types into a Data Warehouse environment.		

**TBIPS Category: I.11 Technology Architect (Data Warehouse) – Level 2**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT1</b>	The bidder should demonstrate that the proposed resource has experience working as an IBM Infosphere DataStage ETL Architect in a Data Warehousing environment developing complex* ETL jobs, scripts and/or routines to feed relational and dimensional (star schema) data repositories and resolving ETL performance issues. *complex is defined as a job, script or routine which: 1) Has two or more join stages or transformer stages 2) Has data sources with two or more transformation rules.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	

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**TBIPS Category: I.11 Technology Architect (Data Warehouse) – Level 2**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT2</b>	The bidder should demonstrate that the proposed resource has experience as an ETL Architect defining source, target and staging data repositories.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT3</b>	The bidder should demonstrate that the proposed resource has experience as an ETL Architect defining data transformation processes.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT4</b>	The bidder should demonstrate that the proposed resource has experience as an ETL Architect defining volumetric, hardware and software requirements and configurations.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT5</b>	The bidder should demonstrate that the proposed resource has experience developing ETL coding standards and ETL development best practices.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	
<b>RT6</b>	The bidder should demonstrate that the proposed resource has experience using ETL Source to Target Mapping documentation, and ETL High Level and Detailed ETL Design documentation, and IBM Infosphere DataStage job documentation.	3+ to 4 years = 2 points 4+ to 5 years = 4 points 5+ years = 6 points	6	

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**TBIPS Category: I.11 Technology Architect (Data Warehouse) – Level 2**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT7</b>	<p>The bidder should demonstrate that the proposed resource has obtained the following certifications:</p> <ul style="list-style-type: none"> <li>• IBM Certified Specialist – PureData System for Analytics</li> <li>• IBM Certified Solution Architect</li> </ul> <p>A copy of the certification(s) must be provided at bid closing.</p>	<p>Note: Each certification is worth 3 points for a maximum of 6 points</p> <ul style="list-style-type: none"> <li>• IBM Certified Specialist PureData System for Analytics = 3 points</li> <li>• IBM Certified Solution Architect = 3 points</li> </ul>	6	
Total Available points:			42	
Minimum Total Overall Points Required to be declared responsive:			25	
Total achieved:				

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### 3. I.3 Database Analyst (EDW & BI) – Level 3

**TBIPS Category: I.3 Database Analyst (EDW & BI) – Level 3**

**Name of Resource:**

#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
<b>MT1</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 10 years of experience working as a Database Analyst. The proposed resource must have performed at least 7 of the 13 tasks listed in the Statement of Work. Tasks must include the following functions:</p> <ul style="list-style-type: none"> <li>• Providing input to Data Warehouse Database Design decisions</li> <li>• Data Profiling</li> <li>• Development of complex SQL queries*</li> </ul> <p>*complex SQL queries contain joins across many tables and several nested conditions.</p> <p>The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the proposed resource carried out the work while performing the tasks.</p>		
<b>MT2</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years, with large-scale* Data Warehousing projects using the Kimball Methodology (dimensional models integrated via conformed dimensions).</p> <p>*Large-scale:</p> <ul style="list-style-type: none"> <li>• Scope spans two or more functional areas and locations (Headquarters, regions, points of entry, program areas, branches/directorates/divisions, etc.)</li> <li>• Serving 300 concurrent users or more at any given time.</li> </ul>		
<b>MT3</b>	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in the last 15 years, developing and implementing</p>		



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**TBIPS Category: I.3 Database Analyst (EDW & BI) – Level 3**

**Name of Resource:**

#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	applications using MS-SQL, including experience with: <ul style="list-style-type: none"> <li>• SQL Profiler</li> <li>• SQL Analysis Services</li> <li>• SQL Reporting Services</li> <li>• SQL Optimizer</li> </ul>		
<b>MT4</b>	The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years collecting, analysing and managing business requirements related to the following types of enterprise information delivery and reporting initiatives: <ul style="list-style-type: none"> <li>• Corporate Reporting</li> <li>• Data Warehousing</li> <li>• Business Intelligence</li> </ul>		

**TBIPS Category: I.3 Database Analyst (EDW & BI) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT1</b>	The bidder should demonstrate that the proposed resource has experience in analyzing and addressing Data Warehousing and Business Intelligence performance-related issues.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
<b>RT2</b>	The bidder should demonstrate that the proposed resource has experience using and developing DW	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	

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**TBIPS Category: I.3 Database Analyst (EDW & BI) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	applications using IBM InfoSphere DataStage.			
<b>RT3</b>	The bidder should demonstrate that the proposed resource has experience using and developing DW applications using IBM DB2.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
<b>RT4</b>	The bidder should demonstrate that the proposed resource has experience using and developing DW applications using IBM Data Architect.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
<b>RT5</b>	The bidder should demonstrate that the proposed resource has experience using and developing DW applications using IBM Cognos BI.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
<b>RT6</b>	The bidder should demonstrate that the proposed resource has experience using and developing DW applications using IBM Puredata or PostgreSQL.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
<b>RT7</b>	The bidder should demonstrate that the proposed resource has obtained the following certifications: <ul style="list-style-type: none"> <li>IBM Certified Specialist – PureData System for Analytics</li> <li>Certified Business Intelligence Professional (CBIP)</li> <li>IBM Certified Solution Developer</li> </ul>	Note: Each certification is worth 3 points for a maximum of 9 points <ul style="list-style-type: none"> <li>IBM Certified Specialist - PureData System for Analytics = 3 points</li> <li>CBIP = 3 points</li> <li>IBM Certified Solution Developer = 3 points</li> </ul>	9	

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**TBIPS Category: I.3 Database Analyst (EDW & BI) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	A copy of the certification(s) must be provided at bid closing.			
Total Available points:			45	
Minimum Total Overall Points Required to be declared responsive:			27	
Total achieved:				

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#### 4. I.5 Information Management Architect (EDW & BI) – Level 3

TBIPS Category: I.5 Information Management Architect (EDW & BI) – Level 3			
Name of Resource:			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	<p>The bidder must demonstrate that the proposed resource has a minimum of 10 years of experience, within the last 15 years, working as an IM Architect in a Data Warehouse development environment. The proposed resource must have performed at least 13 of the 22 tasks listed in the Statement of Work.</p> <p>The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the proposed resource carried out the work while performing the tasks.</p>		
MT2	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 15 years, performing the following functions:</p> <ul style="list-style-type: none"> <li>Developing Business and System Use cases for business goals</li> <li>Conducting interviews and consultations with stakeholders for requirements gathering and analysis</li> </ul>		
MT3	<p>The bidder must demonstrate that the proposed resource has a minimum of 10 years of experience, participating in the development of data models, policies and procedures.</p>		
MT4	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience in metadata design and management, data management and data governance.</p>		
MT5	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience designing data architectures that captures data relationships, in an enterprise data warehouse (EDW) environment.</p>		

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**TBIPS Category: 1.5 Information Management Architect (EDW & BI) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	The bidder should demonstrate that the proposed resource has experience collaborating with Application Architects in contributing to business planning at the enterprise level.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
RT2	The bidder should demonstrate that the proposed resource has experience defining linkages, providing analysis and documenting data elements utilizing a Data Warehouse metadata toolset consisting of IBM InfoSphere Metadata Workbench and Business Glossary.	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	
RT3	<p>The bidder should demonstrate that the proposed resource has experience in working on large-scale* DW/BI projects within a Data Warehouse development IT environment. Examples provided must include the following tasks:</p> <ul style="list-style-type: none"> <li>• Providing input to Data Warehouse database design decisions</li> <li>• Data profiling</li> <li>• Development of complex SQL queries**</li> </ul> <p>*Large-scale:</p> <ul style="list-style-type: none"> <li>• Scope spans two or more functional areas and locations (Headquarters, regions, points of entry, program areas, branches/directorates/divisions, etc.)</li> </ul>	2+ to 4 years = 2 points 4+ to 6 years = 4 points 6+ years = 6 points	6	

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**TBIPS Category: I.5 Information Management Architect (EDW & BI) – Level 3**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<ul style="list-style-type: none"> <li>Serving 300 concurrent users or more at any given time.</li> <li>**complex SQL queries contain joins across many tables and several nested conditions.</li> </ul>			
<b>RT4</b>	<p>The bidder should demonstrate that the proposed resource has obtained the following certifications:</p> <ul style="list-style-type: none"> <li>IBM Certified Specialist – PureData System for Analytics</li> <li>Certified Business Intelligence Professional (CBIP)</li> <li>IBM Certified Solution Architect</li> </ul> <p>A copy of the certification(s) must be provided at bid closing.</p>	<p>Note: Each certification is worth 3 points for a maximum of 9 points</p> <ul style="list-style-type: none"> <li>IBM Certified Specialist - PureData System for Analytics = 3 points</li> <li>CBIP = 3 points</li> <li>IBM Certified Solution Architect = 3 points</li> </ul>	9	
Total Available points:			27	
Minimum Total Overall Points Required to be declared responsive:			16	
Total achieved:				

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## 5. P.9 Project Manager – Level 2

TBIPS Category: P.9 Project Manager – Level 2			
Name of Resource:			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
MT1	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, working as a Project Manager. The proposed resource must have performed at least 12 of the 20 tasks listed in the Statement of Work.</p> <p>The substantiation must not simply be a repetition of the tasks, but must explain responsibilities and demonstrate how the proposed resource carried out the work while performing the tasks.</p>		
MT2	<p>The bidder must demonstrate that the proposed resource has a minimum of 5 years of experience, within the last 10 years, in managing IT projects* and providing IT project management support including performing the following functions:</p> <ul style="list-style-type: none"> <li>• Conduct and organize project start-up activities</li> <li>• Participate in options and cost benefit analysis</li> <li>• Determine and identify tasks and deliverables</li> <li>• Develop and maintain project timelines</li> <li>• Oversee and coordinate project activities</li> <li>• Prepare progress reports including identifying risks and issues</li> <li>• Organize and facilitate meetings, walkthroughs, and presentations</li> </ul> <p>*IT project is defined as:</p> <ul style="list-style-type: none"> <li>• Scope spans multiple programs and services</li> <li>• User base of 500 users or more</li> </ul>		
MT3	<p>The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, using a</p>		

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**TBIPS Category: P.9 Project Manager – Level 2**

**Name of Resource:**

#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated Experience (Contractor to Insert Data)	Insert Page # of Resume
	change management process to track, coordinate and implement system enhancements.		
<b>MT4</b>	The bidder must demonstrate that the proposed resource has experience managing multiple IT projects with similar timelines and competing priorities and working collaboratively with other project management personnel from other areas of the organization.		
<b>MT5</b>	The bidder must demonstrate that the proposed resource has a minimum of 3 years of experience, within the last 6 years, developing and providing presentations to project personnel including senior management and end-users.		



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**TBIPS Category: P.9 Project Manager – Level 2**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
<b>RT1</b>	The bidder should demonstrate that the proposed resource has experience in leading Information Technology (IT) projects.	3 projects = 2 points 4 projects = 4 points 5 projects = 6 points	6	
<b>RT2</b>	The bidder should demonstrate that the proposed resource has obtained a university degree or college diploma in project management, business administration, or computer science.  A copy of the degree or diploma must be provided at bid closing.	no degree or diploma = 0 points  degree or diploma = 6 points	6	
<b>RT3</b>	The bidder should demonstrate that the proposed resource has experience with both the Agile and Waterfall project management methodologies.	Agile = 3 points Waterfall = 3 points	6	
<b>RT4</b>	The bidder should demonstrate that the proposed resource has at least 5 years of experience working with: <ul style="list-style-type: none"> <li>• MS Excel</li> <li>• MS PowerPoint</li> <li>• MS Project</li> <li>• MS Word</li> <li>• MS Visio</li> </ul>	2 points per application up to a maximum of 10 points	10	
<b>RT5</b>	The bidder should demonstrate that the proposed resource has experience with the ITIL (Information Technology	2+ to 4 years = 3 points 4+ years = 6 points	6	

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**TBIPS Category: P.9 Project Manager – Level 2**

**Name of Resource:**

#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	Infrastructure Library) including best practices and guidelines.			
<b>RT6</b>	The bidder should demonstrate that the proposed resource has completed a Project Management Professional certification.  A copy of the certification should be provided at bid closing.	PMP certification or PRINCE2 Practitioner certification = 6 points	6	
Total Available points:			40	
Minimum Total Overall Points Required to be declared responsive:			24	
Total achieved:				

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## APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

### 1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

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4. CERTIFICATION OF LANGUAGE - English

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

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## ANNEX B BASIS OF PAYMENT

### INITIAL CONTRACT PERIOD:

Initial Contract Period (Date of Contract award to two years later)			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
A.7 Programmer/Analyst (COGNOS Developer)	LEVEL 3		
I.11 Technology Architect (Data Warehouse)	LEVEL 2		
I.3 Database Analyst (EDW & BI)	LEVEL 3		
I.5 IM Architect (EDW & BI)	LEVEL 3		
P.9 Project Manager	LEVEL 2		

### OPTION PERIODS:

Option Period 1 (two years)			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
A.7 Programmer/Analyst (COGNOS Developer)	LEVEL 3		
I.11 Technology Architect (Data Warehouse)	LEVEL 2		
I.3 Database Analyst (EDW & BI)	LEVEL 3		
I.5 IM Architect (EDW & BI)	LEVEL 3		
P.9 Project Manager	LEVEL 2		

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Option Period 2 (two years)			
Resource Category	Level of Expertise	Firm Per Diem Rate	
		Year 1	Year 2
A.7 Programmer/Analyst (COGNOS Developer)	LEVEL 3		
I.11 Technology Architect (Data Warehouse)	LEVEL 2		
I.3 Database Analyst (EDW & BI)	LEVEL 3		
I.5 IM Architect (EDW & BI)	LEVEL 3		
P.9 Project Manager	LEVEL 2		

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**ANNEX C**  
**SECURITY REQUIREMENTS CHECK LIST**  
*(Provided under separate cover)*



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No. / N°  
de l'autorisation de tâches (AT) :

Commitment No. / N° de  
l'engagement :

Financial Coding / Code  
financier :

Date of Issuance / Date  
d'émission :

Response required by /  
Réponse requise par :

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis



Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

Work Location(s) / Lieu(x) de travail :

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.





# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
						<div>+ -</div>

### B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
Estimated Cost / Coût estimatif				
Total Estimated Travel and Living Cost / Estimé des frais de déplacement et de subsistance				\$0.00
Taxe rate applied / Taux d'imposition appliqué (%)	15.000	Applicable Taxes / Taxes applicables		\$0.00
Total Estimated Cost / Coût total estimatif				\$0.00

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est 300 000,00\$. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

COMMON-PS-SRCL#19



Government of Canada  
 Gouvernement du Canada

Contract Number / Numéro du contrat <b>1000343800</b>
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)  
 LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <b>CBSA</b>		2. Branch or Directorate / Direction générale ou Direction <b>ISTB / BASD</b>
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail <b>ESTABLISH A PROFESSIONAL SERVICES CONTRACT FOR THE ENTERPRISE DATAWAREHOUSE AND BUSINESS INTELLIGENCE SECTION.</b>		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c.) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c.)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

COMMON-PS-SRCL#19



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat <b>1000343800</b>
Security Classification / Classification de sécurité UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? ☒ No ☐ Yes  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ Non ☐ Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets? ☒ No ☐ Yes  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input checked="" type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET<br>SECRET | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET-SIGINT<br>TRÈS SECRET-SIGINT            | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL  | <input type="checkbox"/> NATO SECRET<br>NATO SECRET  | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |  |  |  |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work? ☒ No ☐ Yes  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ Non ☐ Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes  
☒ Non ☐ Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? ☒ No ☐ Yes  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ Non ☐ Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets? ☒ No ☐ Yes  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ Non ☐ Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? ☒ No ☐ Yes  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ Non ☐ Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? ☒ No ☐ Yes  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ Non ☐ Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? ☒ No ☐ Yes  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ Non ☐ Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

COMMON-PS-SRCL#19



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat <b>1000 343 800</b>
Security Classification / Classification de sécurité UNCLASSIFIED

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
				CONFIDENTIEL		TRÈS SECRET	NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL		COSMIC TRÈS SECRET	A	B	C	CONFIDENTIEL		TRÈS SECRET
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

COMMON-PS-SRCL#19



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat <b>1000343800</b>
Security Classification / Classification de sécurité UNCLASSIFIED

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées) <b>SYLVIE GINGRAS</b>	Title - Titre <b>DIRECTOR, CCSD</b>	Signature <i>Sylvie Gingras</i>
Telephone No. - N° de téléphone <b>(343) 291-5315</b>	Facsimile No. - N° de télécopieur <b>(866) 335-3237</b>	E-mail address - Adresse courriel <b>SYLVIE.GINGRAS@CBSA-ASFC.gc.ca</b>
14. Organization Security Authority / Responsable de la sécurité de l'organisme		Date <b>August 29, 2018</b>

Name (print) - Nom (en lettres moulées) <i>Stephane Lefort</i>	Title - Titre <i>Security Specialist</i>	Signature <i>[Signature]</i>
Telephone No. - N° de téléphone <b>343 891 7776</b>	Facsimile No. - N° de télécopieur <i>Stephane.Lefort@CBSA-ASFC.gc.ca</i>	E-mail address - Adresse courriel <b>11.9.2018</b>

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? ☐ No ☐ Yes  
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes? ☐ Non ☐ Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées) <b>BITSENE, MARLENE</b>	Title - Titre	Signature Digitally signed by BITSENE, MARLENE Date: 2019.03.05 08:29:57 -05'00'
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
Date		

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature <b>Saumur, Jacques O</b> Digitally signed by Saumur, Jacques O DN: c=CA, o=GC, ou=FWGSC-TPSGC, cn=Saumur, Jacques O Date: 2017.02.02 13:38:31 -05'00'
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel
Date		

Jacques Saumur  
Contract Security Officer  
Contracts Security Division | Division des contrats sécurité /  
Contract Security Program | Programme de sécurité des contrats /  
Public Services and Procurement Canada | Services publics et Approvisionnement Canada  
Jacques.Saumur@tpsgc-pwgsc.gc.ca  
Telephone | Téléphone 613-948-1732  
Facsimile | Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

**Purchasing Office - Bureau des achats:**

Informatics Professional Services - EL  
 Division/Services professionnels en informatique - division EL  
 Terrasses de la Chaudière 4th Floor  
 10 Wellington Street  
 Gatineau  
 Québec  
 K1A 0S5

**CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless otherwise indicated, all other terms and conditions of the contract remain the same.  
 Ce document est par la présente modifié: sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this amendment.

Le fournisseur/entrepreneur accepte la présente modification/en accusé réception.

**November 10, 2020**

Signature \_\_\_\_\_ Date \_\_\_\_\_  
 Name, title of person authorized to sign (type or print)  
 Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
 Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du fournisseur/de l'entrepreneur**

869631606PG0001  
 Cofomo Ottawa  
 368 Dalhousie Street  
 Suite 200  
 Ottawa  
 Ontario  
 K1N7G3  
 Canada  
 Operating as: Cofomo (Ottawa)

<b>Title - Sujet</b> TBIPS IT Services EDW & BI	
<b>Contract No. - N° du contrat</b> 47419-223800/001/EL	<b>Amendment No. - N° Modif</b> 001
<b>Client Reference No. - N° de référence du client</b> 1000343800	<b>Date</b> 2020-11-10
<b>Requisition Reference No. - N° de la demande</b> 47419-223800	
<b>File No. - N° de dossier</b> 637el.47419-223800	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Codes</b> <b>Code(s) financier(s)</b>	
<b>GST/HST</b> <b>TPS/TVH</b>	
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> TECHNOLOGY /TECHNOLOGIE NC REGION OTTAWA ON K1A 0L5 CANADA	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Bitsene, Marlene	<b>Buyer Id - Id de l'acheteur</b> 637el
<b>Telephone No. - N° de téléphone</b> (613) 858-9976 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Increase (Decrease) - Augmentation (Diminution)</b> \$0.00	
<b>Revised estimated cost</b> <b>Coût révisé estimatif</b> \$2,745,050.00	<b>Currency Type - Genre de devise</b> CAD
<b>For the Minister - Pour le Ministre</b> <b>BITSENE, MARLENE</b>	

Digitally signed by: BITSENE, MARLENE  
 DN: CN = BITSENE, MARLENE C = CA O = GC OU = PWGSC-TPSGC  
 Date: 2020.11.10 09:44:55 -05'00'

Contract Number:  
47419-223800/001/EL

Amendment Number: 001

Buyer ID:  
637EL

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**FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK-  
BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

**A.7 PROGRAMMER ANALYST (COGNOS DEVELOPER) – LEVEL 3**

**I.11 TECHNOLOGY ARCHITECT (DATA WAREHOUSE) – LEVEL 2**

**I.3 DATABASE ANALYST (EDW & BI) – LEVEL 3**

**I.5 IM ARCHITECT (EDW & BI) – LEVEL 3**

**P.9 PROJECT MANAGER – LEVEL 2**

**FOR  
CANADA BORDER SERVICES AGENCY (CBSA)**

Contract Number:  
47419-223800/001/EL

Amendment Number: 001

Buyer ID:  
637EL

## **CONTRACT AMENDMENT 001:**

This amendment is raised to revise section 7. Authorities.

At section 7, subsection 7 (b),

**DELETE in its entirety,**

**INSERT:**

### **(b) Technical Authority**

The Technical Authority for the Contract is:

Name: Nathalie Gaul  
Title: Manager, Enterprise Data Warehouse & Business Intelligence  
Organization: Canada Border Services Agency (CBSA)  
Address: 333 North River Road  
Tower A, 7th floor  
Ottawa, ON K1A 0L8  
Telephone: (343) 291-5306 OR (613) 218-7962 (cell)  
E-mail address: [nathalie.gaul@cbsa-asfc.gc.ca](mailto:nathalie.gaul@cbsa-asfc.gc.ca)

Or

Name: Bogdan Buduru  
Title: A/Manager, Analytics Program Management Unit, CDO, SPB  
Organization: Canada Border Services Agency (CBSA)  
Address: 333 North River Road  
Tower A, Office 7056  
Ottawa, ON K1Z 5E8  
Telephone: (613) 355-6670  
E-mail address: [Bogdan.Buduru@cbsa-asfc.gc.ca](mailto:Bogdan.Buduru@cbsa-asfc.gc.ca)

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and] is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

**ALL OTHER TERMS AND CONDITIONS OF THIS CONTRACT REMAIN THE SAME.**





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Informatics Professional Services - EL  
Division/Services professionnels en informatique -  
division EL  
Terrasses de la Chaudière 4th Floor  
10 Wellington Street  
Gatineau  
Québec  
K1A 0S5

**CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature \_\_\_\_\_ Date June 1, 2021  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

869631606PG0001  
Cofomo Ottawa  
368 Dalhousie Street  
Suite 200  
Ottawa  
Ontario  
K1N7G3  
Canada  
Operating as: Cofomo (Ottawa)

<b>Title - Sujet</b> TBIPS IT Services EDW & BI	
<b>Contract No. - N° du contrat</b> 47419-223800/001/EL	<b>Amendment No. - N° Modif</b> 002
<b>Client Reference No. - N° de référence du client</b> 1000343800	<b>Date</b> 2021-05-28
<b>Requisition Reference No. - N° de la demande</b> 47419-223800	
<b>File No. - N° de dossier</b> 637el.47419-223800	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Codes</b> <b>Code(s) financier(s)</b>	
<b>GST/HST</b> <b>TPS/TVH</b>	
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> TECHNOLOGY /TECHNOLOGIE NC REGION OTTAWA ON K1A 0L5 CANADA	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Bitsene, Marlene	<b>Buyer Id - Id de l'acheteur</b> 637el
<b>Telephone No. - N° de téléphone</b> (613) 858-9976 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Increase (Decrease) - Augmentation (Diminution)</b> \$2,796,750.00	
<b>Revised estimated cost</b> <b>Coût révisé estimatif</b> \$5,541,800.00	<b>Currency Type - Genre de devise</b> CAD
<b>For the Minister - Pour le Ministre</b> BITSENE, MARLENE <small>Digitally signed by: BITSENE, MARLENE DN: CN = BITSENE, MARLENE C = CA O = GC OU = PWGSC-TPSGC Date: 2021.05.31 21:06:25 -04'00'</small>	

Contract Number:  
47419-223800/001/EL

Amendment Number: 002

Buyer ID:  
637EL

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**FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK-  
BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)**

**A.7 PROGRAMMER ANALYST (COGNOS DEVELOPER) – LEVEL 3**

**I.11 TECHNOLOGY ARCHITECT (DATA WAREHOUSE) – LEVEL 2**

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**I.5 IM ARCHITECT (EDW & BI) – LEVEL 3**

**P.9 PROJECT MANAGER – LEVEL 2**

**FOR  
CANADA BORDER SERVICES AGENCY (CBSA)**

Contract Number:  
47419-223800/001/EL

Amendment Number: 002

Buyer ID:  
637EL

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**CONTRACT AMENDMENT 002:**

This amendment is raised to exercise the option period 1. The term of the Contract is hereby extended by one additional two-year period under the same terms and conditions. The contract value at Page 1 is revised accordingly.

**ALL OTHER TERMS AND CONDITIONS OF THIS CONTRACT REMAIN THE SAME.**



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-223800/001/EL		
Contractor Name / Nom du Contracteur :		Emerion / Cofomo		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
		1950 400 30		

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification:

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Programmer/Analyst (Cognos Developer) - Level 3		English	Reliability/ Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
<b>See attached / Voir pièce jointe</b>			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
04-Jan-2021	07-Jul-2021
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	None
Work Location(s) / Lieu(x) de travail :	National Capital Region, Ottawa

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- Programmer Analyst Level 3					\$94,500.00
Estimated Cost / Coût estimatif					<b>\$94,500.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$12,285.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$106,785.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme : <input type="checkbox"/>	

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Nathalie Gaul

03-Dec-20

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

*Nathalie Gaul*

Signature

Signature

[If applicable, insert the following] Name of the  
representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant  
de (insérer le nom du Ministère)

Date

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

December 3, 2020

Date



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-223800/001/EL**

Contractor Name / Nom du Contracteur : **Emerion / Cofomo**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021001958	1000355952	1950 400 30	2021-07-02	2021-07-07

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **1**

Amd 01 is:

Reason for the Amendment / Raison pour la modification:

Exercise option to renew - increase level of effort.

-to extend current TA to July 07, 2022

-to raise estimated level of effort

-to increase value \$151,875 (tax excl.)

Total value of TA is \$246,375.00 plus tax \$32,028.75 that is \$278,403.75.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Programmer/Analyst (Cognos Developer) - Level 3		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**04-Jan-2021**

Initial End Date / Date de fin initiale :

**07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**07-Jul-2022**

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	None

Work Location(s) / Lieu(x) de travail : National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- Programmer Analyst Level 3					\$246,375.00
Estimated Cost / Coût estimatif					<b>\$246,375.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$32,028.75
Total Estimated Cost / Coût total estimatif					<b>\$278,403.75</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Nathalie Gaul

**CLEROUX  
NANCY**

Digitally signed by CLEROUX NANCY  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=CLEROUX NANCY +  
SERIALNUMBER=2015212231102458  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-07-05 15:22:47  
Foxit PhantomPDF Version: 10.0.1

Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
GAUL NATHALIE	Digitally signed by GAUL NATHALIE Date: 2021.06.01 17:44:38 -04'00'		
Signature		Signature	
[If applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	June 2, 2021 Date
--	-----------	----------------------

## — Programmer Analyst Level 3

### Tasks

Tasks and responsibilities could include but not limited to:

1. Create and modify application code
2. Create and modify screens and reports
3. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications
4. Design methods and procedures for small computer systems, and sub-system of larger systems
5. Develop, test and implement small computer systems, and sub-systems of larger systems
6. Produce forms, manuals, programs, data files, and procedures for systems and/or applications
7. Produce analysis documents, requirements documents, work estimates and design documents for business intelligence deliverables such as cubes, reports and packages
8. Assist with the review and redesign of legacy corporate reporting information assets, including providing recommendations and guidance to consolidate and/or develop these information assets to improve ease of use, readability and other functionality
9. Develop and implement Business Intelligence software deliverables of varying complexity using COGNOS 10.2 BI Suite tools
10. Design, test and deploy complex solutions using IBM COGNOS Report Studio to meet business requirements
11. Provide information sessions for knowledge transfer, mentoring or troubleshooting to other Cognos developers and stakeholders.

### Specialties and Skills

Specialties could include but are not limited to:

- Cognos 10.2 BI Suite:
  - IBM Cognos Report Studio
  - IBM Cognos Analysis Studio
  - IBM Cognos Query Studio
  - IBM Cognos Transformer
  - IBM Cognos Framework Manager
- Database ETL (Extract, Transform, Load) techniques and tools
- DB2 DBMS
- Microsoft Office Suite (Word, Excel, PowerPoint)
- Microsoft Visio
- Microsoft Project
- Internet Explorer



## Deliverables

Deliverables could include but are not limited to:

- Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and packages
- Cognos Framework Manager Models and packages
- Cognos reports, cubes, analyses, packages
- Forms, manuals, programs, data files, and procedures for system and/or applications
- Design, support and procedural documents to support all software deliverables
- Provide information sessions for knowledge transfer, mentoring or troubleshooting to other Cognos developers and stakeholders of the assigned work, supported by documentation
- Monthly status reports of the work performed.

## Constraints

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or ling (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

## Reporting Requirements

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

## Location of Work

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

## Language of Work

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complète par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :		47419-206529/001/EL		
Contractor Name / Nom du Contracteur :		Dalian Enterprises and Coradix Technology Consulting in Joint Venture		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date Issued Date d'émis :	Date Response Required Date de réponse requise:
2021002042	1000355335	190810040, 2001,30700	18-Jan-2020	20-Oct-2020

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

Change to Basis of Payment from Maximum Price to Firm Price. Calculation error by supplier in Total Contract Value - now amended.

C. TA Requirements / Exigences relatives à l'AT

Firm Price or Per Diem Maximum Price / Prix ferme ou prix maximum par jour:	Firm Price	TA Scope of Work Attached? (Yes or No) / Énoncé des travaux de l'AT ci-joint? (Oui ou Non):	Yes
Resource-based or Deliverable-based Services / Services basés sur les ressources ou sur les livrables:	Deliverables based	TA Quotation Attached? (Yes or No) / Proposition de prix de l'AT ci-jointe? (Oui ou Non):	See this form

Period of Services / Période de service:

Initial Start Date / Date de début initiale :	21-Jan-21	Initial End Date / Date de fin initiale :	April 30 2021
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For Resource-Based Services Only / Pour services basés sur des ressources seulement:

Required Resource(s) / Ressource(s) requise(s)							
Resource Category and Level / Ressource Catégorie et Niveau		Number Required / Nombre requise	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
P.5 Project Executive	Level 3	1		English	Reliability	21-Jan-21	April 30 2021

For Deliverable-Based Services Only / Pour services basés seulement sur des livrables:

Required Deliverable(s) / Livrable(s) requise(s)				
Deliverable Name / Nom livrable	Deliverable Description / Description livrable	Acceptance Criteria / Critères d'acceptation	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
1.1 - Report 1	DRAFT Current State Assessment of Innovation Approach and Methods Report	Report delivered as per deliverable format described in SOW	21-Jan-21	28-Feb-21
1.2 - Report 2	FINAL Current State Assessment of Innovation Approach and Methods Report	Report delivered as per deliverable format described in SOW	21-Jan-21	28-Feb-21
2.1 - Report 3	Lean Innovation In Large Organizations Workshop Findings Report	Report delivered as per deliverable format described in SOW	21-Jan-21	28-Feb-21
3.1 - Report 4	DRAFT State Innovation Methods and Capabilities Roadmap Report	Report delivered as per deliverable format described in SOW	21-Jan-21	5-Mar-20
3.2 - Report 5	Future State Innovation Methods and Capabilities Roadmap Report	Report delivered as per deliverable format described in SOW	21-Jan-21	23-Mar-20

Travel Requirement(s) / Exigence(s) de voyage:	N/A		
Work Location(s) / Lieu(x) de travail:	The contractor's resource will perform all day-to-day activities on their own site. Meetings will normally be via telephone/video conferencing. Any required on-site meetings will only occur in the National Capital Region.		
Additional constraints / Contraintes additionnelles:			
Basis for Payment (Approved Timesheets or Deliverable Acceptance Forms) / Base de payment (feuilles de temps	Deliverable Acceptance	Maximum TA Price Payable / Translation required:	

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

D. Contractor Details and Estimated Costs / Détails et coûts estimés de l'entrepreneur

1) For Resource-Based Services Only / Pour services basés sur des ressources:

Required Resource(s) / Ressource(s) requise(s)

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Resource Name / Nom du ressource	Resource Category and Level / Catégorie de ressource et Niveau		Per Diem Rate / Taux journalier	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	PSPC Security File No. / N° du dossier de sécurité SPAC	Total Estimated Cost / Coût total estimatif
	P.5 Project Executive	Level 3					\$ 64,605.00
							\$ -
							\$ -
							\$ -
							\$ 64,605.00

2) For Deliverable-Based Services Only / Pour services basés sur livrables seulement

Required Deliverable(s) / Livrable(s) requis

Deliverable Name / Nom du livrable	Expected Start Date	Expected Submission Date / Date prévue de la soumission	Expected Acceptance Date / Date prévue de l'acceptation	Expected Billing Month / Mois de facturation prévu	Estimated Cost / Coût estimatif	
1.1 - Report 1	21-Jan-21		28-Feb-21	February		
1.2 - Report 2	21-Jan-21		28-Feb-21	February		
2.1 - Report 3	21-Jan-21		28-Feb-21	February		
3.1 - Report 4	21-Jan-21		5-Mar-20	March		
3.2 - Report 5	21-Jan-21		23-Mar-20	March		
Total Estimated Deliverable Cost / Coût estimatif total des livrables:					64,605.00	
Tax (HST)					8,398.65	
Total Estimated Travel and Living Cost (If Applicable) / Frais déplacement et de subsistance estimatifs (si applicable):					TBC	
Total Estimated Cost for TA Scope of Work (TA-SOW) / Coût total estimatif pour l'énoncé des travaux de la AT (AT-EDT):					\$ 73,003.65	

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized CBSA Technical Authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. / En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

Antonio Utano

Name of Authorized CBSA Technical Authority / Nom du client autorisé

MACDONALD CAMERON

Digitally signed by MACDONALD CAMERON  
Date: 2021.01.19 08:40:49 -05'00'

Name of Contracting Authority / Nom de l'autorité contractante

Signature

Date

Signature

Date

Stephen Alexander

If applicable, insert the following) Name of the representative from (insert the Department name)  
(Ajouter ce qui suit, s'il y a lieu) Nom du représentant de (insérer le nom du Ministère)

ALEXANDER STEPHEN

Digitally signed by ALEXANDER STEPHEN  
Date: 2021.01.18 17:28:25 -05'00'

Date

January 18, 2021

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

By signing this TA, the authorized Contractor representative certify(ies) that the Contractor will execute the TA Scope of Work as defined by the above TA and in accordance with the conditions of the Contract.

Name of Authorized Contractor Individual / Nom de la personne autorisée à signer au nom de l'entrepreneur

Title of Authorized Contractor Individual / Titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

47419-206529 001 EL

Contractor Name / Nom du Contracteur :

Dalian Enterprises and Coradix Technology Consulting, in Joint Venture

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date Issued  
Date d'émis :

Date Response Required  
Date de réponse requise:

2021002043

1000355760

190810010, fund 2001, PI 30700

2021-01-14

18-Jan-2021

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Firm Price or Per Diem Maximum Price / Prix ferme ou prix maximum par jour:

Firm Price

TA Scope of Work Attached? (Yes or No) / Énoncé des travaux de l'AT ci-joint? (Oui ou Non):

Yes

Resource-based or Deliverable-based Services / Services basés sur les ressources ou sur les livrables:

Deliverables based

TA Quotation Attached? (Yes or No) / Proposition de prix de l'AT ci-jointe? (Oui ou Non):

See this form

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

01-Feb-21

Initial End Date / Date de fin initiale :

7-Aug-21

For Resource-Based Services Only / Pour services basés sur des ressources seulement:

Required Resource(s) / Ressource(s) requise(s)

Resource Category and Level / Ressource Catégorie et Niveau		Number Required / Nombre requise	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
P.5 Project Executive	L3	1		English	Reliability / Fiabilité	01-Feb-21	7-Aug-21
I.11 Technology Architect	L3	1		English	Reliability / Fiabilité	01-Feb-21	7-Aug-21
B.1 Business Analyst	L3	1		English	Reliability / Fiabilité	01-Feb-21	7-Aug-21

For Deliverable-Based Services Only / Pour services basés seulement sur des livrables:

Required Deliverable(s) / Livrable(s) requise(s)

Deliverable Name / Nom livrable	Deliverable Description / Description livrable	Acceptance Criteria / Critères d'acceptation	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
Stage 1: Discovery Report			01-Feb-21	15-Feb-21
Stage 1: Project Plan			01-Feb-21	28-Feb-21
Stage 2: Feasibility Study			01-Feb-21	31-Mar-21
Stage 2: Fit Gap Analysis Document			01-Feb-21	30-Apr-21
Stage 3: Pilot Plan, Metrics & Strategy Document			01-Feb-21	31-May-21
Stage 3: Executive Summary			01-Feb-21	30-Jun-21

Travel Requirement(s) / Exigence(s) de voyage:

N/A

Work Location(s) / Lieu(x) de travail:

NCR

Additional constraints / Contraintes additionnelles:

Basis for Payment (Approved Timesheets or Deliverable Acceptance Forms) / Base de payment (feuilles de temps

Deliverable Acceptance

Maximum TA Price Payable / Translation required:

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

D. Contractor Details and Estimated Costs / Détails et coûts estimés de l'entrepreneur

1) For Resource-Based Services Only / Pour services basés sur des ressources:

Required Resource(s) / Ressource(s) requise(s)

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Resource Name / Nom du ressource	Resource Category and Level / Catégorie de ressource et Niveau	Per Diem Rate / Taux journalier	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	PSPC Security File No. / N° du dossier de sécurité SPAC	Total Estimated Cost / Coût total estimatif
	P.5 Project Executive	L3				
	I.11 Technology Architect	L3				
	B.1 Business Analyst	L3				
						\$ 420,006.16

2) For Deliverable-Based Services Only / Pour services basés sur livrables seulement

Required Deliverable(s) / Livrable(s) requis

Deliverable Name / Nom du livrable	Expected Start Date	Expected Submission Date / Date prévue de la soumission	Expected Acceptance Date / Date prévue de l'acceptation	Expected Billing Month / Mois de facturation prévu	Estimated Cost / Coût estimatif
Stage 1: Discovery Report	01-Feb-21	15-Feb-21	15-Feb-21	1-Feb-20	
Stage 1: Project Plan	01-Feb-21	28-Feb-21	28-Feb-21	1-Mar-21	
Stage 2: Feasibility Study	01-Feb-21	31-Mar-21	31-Mar-21	1-Apr-21	
Stage 2: Fit Gap Analysis Document	01-Feb-21	30-Apr-21	30-Apr-21	1-May-21	

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

Stage 3: Pilot Plan, Metrics & Strategy Document	01-Feb-21	31-May-21	31-May-21	1-Jun-21		
Stage 3: Executive Summary	01-Feb-21	30-Jun-21	30-Jun-21	1-Jul-21		
Total Estimated Deliverable Cost / Coût estimatif total des livrables:						\$420,006.16
Tax (HST)						\$54,600.80
Total Estimated Travel and Living Cost (If Applicable) / Frais déplacement et de subsistance estimatifs (si applicable):						TBC
Total Estimated Cost for TA Scope of Work (TA-SOW) / Coût total estimatif pour l'énoncé des travaux de la AT (AT-EDT):						\$474,606.96

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized CBSA Technical Authority and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.

Name of Authorized Technical Authority / Nom du client autorisé

Signature

LECLAIR MEAGAN

Digitally signed by LECLAIR MEAGAN  
DN: cn=, o=, ou=PERSONNEL, cn=LECLAIR MEAGAN +  
SERIALNUMBER=2017548101030252  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021.01.15 14:25:40  
Email: meagan.leclair@pwgsc.gc.ca

Date

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

Bastien, Josee

Digitally signed by Bastien, Josee  
DN: cn = Bastien, Josee C = CAO = GC OU =  
PWGSC-TPSGC  
Date: 2021.01.19 09:59:14 -0500

Name of Contracting Authority / Nom de l'autorité contractante

MACDONALD CAMERON

Digitally signed by MACDONALD CAMERON  
Date: 2021.01.18 09:36:10 -05'00'

Signature

Date

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

By signing this TA, the authorized Contractor representative certifies that the Contractor will execute the TA Scope of Work as defined by the above TA and in accordance with the conditions of the Contract.

Name of Authorized Contractor Individual / Nom de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

Title of Authorized Contractor Individual / Titre de la personne autorisée à signer au nom de l'entrepreneur

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

47419-206529 001 EL

Contractor Name / Nom du Contracteur :

Dalian Enterprises and Coradix Technology Consulting, in Joint Venture

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date Issued  
Date d'émis :

Date Response Required  
Date de réponse requise:

2021002043

1000355760

190810010, fund 2001, PI 30700

June 29, 2021

29-Jun-2021

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

001

Reason for the Amendment / Raison pour la modification :

New end date 2022/03/31 is requested by HRB client, in order to allocate more time in problem analysis, solution customization and pilot duration. Initial project start date was delayed from Jan 2021 to March 2021 while awaiting for a HRB Lead to be made available.

C. TA Requirements / Exigences relatives à l'AT

Firm Price or Per Diem Maximum Price / Prix ferme ou prix maximum par jour:

Resource-based or Deliverable-based Services / Services basés sur les ressources ou sur les livrables:

Firm Price

Deliverables based

TA Scope of Work Attached? (Yes or No) / Énoncé des travaux de l'AT c-joint? (Oui ou Non):

TA Quotation Attached? (Yes or No) / Proposition de prix de l'AT c-jointe? (Oui ou Non):

Yes

See this form

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

01-Feb-21

Initial End Date / Date de fin initiale :

7-Aug-21

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

31-Mar-22

For Resource-Based Services Only / Pour services basés sur des ressources seulement:

Resource Category and Level / Ressource Catégorie et Niveau		Number Required / Nombre requise	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
P.5 Project Executive	L3	1		English	Reliability / Fiabilité	01-Feb-21	31-Mar-22
I.11 Technology Architect	L3	1		English	Reliability / Fiabilité	01-Feb-21	31-Mar-22
B.1 Business Analyst	L3	1		English	Reliability / Fiabilité	01-Feb-21	31-Mar-22

For Deliverable-Based Services Only / Pour services basés seulement sur des livrables:

Required Deliverable(s) / Livrable(s) requise(s)

Deliverable Name / Nom livrable	Deliverable Description / Description livrable	Acceptance Criteria / Critères d'acceptation	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
Stage 1: Discovery Report			01-Feb-21	25-Mar-22
Stage 1: Project Plan			01-Feb-21	30-Jun-21
Stage 2: Feasibility Study			01-Feb-21	30-Nov-21
Stage 2: Fit Gap Analysis Document			01-Feb-21	31-Oct-21
Stage 3: Pilot Plan, Metrics & Strategy Document			01-Feb-21	31-Aug-21
Stage 3: Executive Summary			01-Feb-21	25-Mar-22

Travel Requirement(s) / Exigence(s) de voyage:

N/A

Work Location(s) / Lieu(x) de travail:

NCR

Additional constraints / Contraintes additionnelles:

Basis for Payment (Approved Timesheets or Deliverable Acceptance Forms) / Base de payment (feuilles de temps approuvées ou formulaire de

Deliverable Acceptance

Maximum TA Price Payable / Translation required:

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

D. Contractor Details and Estimated Costs / Détails et coûts estimés de l'entrepreneur

1) For Resource-Based Services Only / Pour services basés sur des ressources:

Required Resource(s) / Ressource(s) requise(s)		Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT				
Resource Name / Nom du ressource	Resource Category and Level / Catégorie de ressource et Niveau	Per Diem Rate / Taux journalier	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	PSPC Security File No. / N° du dossier de sécurité SPAC	Total Estimated Cost / Coût total estimatif
	P.5 Project Executive	L3				\$ 153,221.16
	I.11 Technology Architect	L3				\$ 145,425.00
	B.1 Business Analyst	L3				\$ 121,360.00
						\$ 420,006.16

2) For Deliverable-Based Services Only / Pour services basés sur livrables seulement

Required Deliverable(s) / Livrable(s) requis						
Deliverable Name / Nom du livrable	Expected Start Date	Expected Submission Date / Date prévue de la soumission	Expected Acceptance Date / Date prévue de l'acceptation	Expected Billing Month / Mois de facturation prévu		Estimated Cost / Coût estimatif
Stage 1: Discovery Report	01-Feb-21	25-Mar-22	25-Mar-22	25-Mar-22		
Stage 1: Project Plan	01-Feb-21	30-Jun-21	30-Jun-21	30-Jun-21		
Stage 2: Feasibility Study	01-Feb-21	30-Nov-21	30-Nov-21	30-Nov-21		
Stage 2: Fit Gap Analysis Document	01-Feb-21	31-Oct-21	31-Oct-21	31-Oct-21		
Stage 3: Pilot Plan, Metrics & Strategy Document	01-Feb-21	31-Aug-21	31-Aug-21	31-Aug-21		
Stage 3: Executive Summary	01-Feb-21	25-Mar-22	25-Mar-22	25-Mar-22		
Total Estimated Deliverable Cost / Coût estimatif total des livrables:						\$ 420,006.16
Tax (HST)						\$ 54,600.80
Total Estimated Travel and Living Cost (If Applicable) / Frais déplacement et de subsistance estimatifs (si applicable):						TBC
Total Estimated Cost for TA Scope of Work (TA-SOW) / Coût total estimatif pour l'énoncé des travaux de la AT (AT-EDT):						\$ 474,606.96

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized CBSA Technical Authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

Name of Authorized Technical Authority / Nom du client autorisé

Signature

Digitally signed by  
YOUNG MEGAN  
Date: 2021.07.06  
09:03:50 -04'00'

Date

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

Name of Contracting Authority / Nom de l'autorité contractante

Signature

Digitally signed by Bastien, Josee  
DN: CN = Bastien, Josee O = CA O = GC OU =  
TPSGC-TPSGC  
Date: 2021.07.07 08:05:36 -04'00'

Date

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

By signing this TA, the authorized Contractor representative certify(ies) that the Contractor will execute the TA Scope of Work as defined by the above TA and in accordance with the conditions of the Contract.

Name of Authorized Contractor Individual / Nom de la personne autorisée à signer au nom de l'entrepreneur

Signature

Title of Authorized Contractor Individual / Titre de la personne autorisée à signer au nom de l'entrepreneur

Date



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** completed by the Technical/Project Authority / **PARTIE 1** complétée par le Responsable technique / Charge du projet

### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47060-187626/002/EL</b>				
Contractor Name / Nom du Contracteur :				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002046	1000355017	2940 300 00	2021-07-28	2021-08-04

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	<b>1</b>
Reason for the Amendment / Raison pour la modification :	
Bring TA to actuals	

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)				
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(s) de sécurité requis	
Project Manager Level 3		English	Secret	
Project Manager Level 3		English	Secret	
Business Analyst Level 3		English	Secret	
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)				
See attached / Voir pièce jointe				

Period of Services / Période de service:			
Initial Start Date / Date de début initiale :	<b>04-Jan-2021</b>	Initial End Date / Date de fin initiale :	<b>03-Sep-2021</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
<b>03-Sep-2021</b>	<input checked="" type="radio"/> In Effect / en vigueur		
<b>03-Sep-2022</b>	<input type="radio"/> In Effect / en vigueur		
<b>03-Sep-2023</b>	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage : n/a			
Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario			

**PART 2** completed by the Contractor and/or the Technical/Project Authority / **PARTIE 2** complétée par le Contracteur et/ou le Responsable technique / Charge du projet

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources énumérées peuvent fournir des services sous le présent AT

Name / Nom Category and Level / Catégorie et Niveau	PWGC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$109,800.00
PM Level 3					\$111,264.00
BA Level 3					\$83,950.00
Estimated Cost / Coût estimatif					<b>\$305,014.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$39,651.82
Total Estimated Cost / Coût total estimatif					<b>\$344,665.82</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPIMMD of CBSA and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$775,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$775,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr		Huot, Alain	
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY	Digitally signed by CARR JEFFREY Date: 2021.07.28 08:43:25 -04'00'	Huot, Alain	Digitally signed by Huot, Alain DN: cn = Huot, Alain C = CA G = / Date: 2021.07.28 08:39:37 -04'00'
Signature		Signature	
Name of the representative from the SPIMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature		Date	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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**TASK AUTHORIZATION FORM**  
**FORMULAIRE D'AUTORISATION DE TÂCHES**

**PART 1** completed by the Technical Authority / **PARTIE 1** complétée par l'autorité technique / Chargé du projet

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47060-187626/001/EL		
Contractor Name / Nom du Contracteur :		St Systems		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000356108		2020-12-17	2020-12-31

<b>B. By Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / (Ressource(s) requise(s))			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(s) de sécurité requis
Project Manager Level 3		English	Secret
Project Manager Level 3		English	Secret
Business Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
04-Jan-2021	03-Sep-2021
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="radio"/> In Effect / en vigueur
03-Sep-2022	<input type="radio"/> In Effect / en vigueur
03-Sep-2023	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : n/a	
Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario	

**PART 2** completed by the Contractor / **PARTIE 2** complétée par le Contracteur / Responsable technique / Chargé du projet

<b>Contractor Resources and Estimated Cost / Ressources(s) du Contracteur et Coût total estimatif</b>						
Name / Nom Category and Level / Catégorie et Niveau	PWSC Security Rite No. / N° du dossier de sécurité TPSCG	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif	
- PM Level 3					\$131,760.00	
- PM Level 3					\$131,760.00	
- BA Level 3					\$103,500.00	
Estimated Cost / Coût estimatif					\$367,020.00	
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00	
HST @ 13%					\$47,712.60	
Total Estimated Cost / Coût total estimatif					\$414,732.60	
Check applicable Basis of Payment / Cocher la Base de Paiement applicable		Maximum Price / Prix Maximum	<input checked="" type="checkbox"/>	Fixed Price / Prix Fixe	<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SP/MD of CBSA and/or the PWSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la D/GS de l'ASFC et/ou l'autorité contractante de TPSCG atteste(s) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$100,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWSC Contracting Authority for authorization.		La limite d'autorisation du client est \$100,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSCG pour autorisation.	
Daphne Bond 17-Dec			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
BOND DAPHNE	Digitally signed by BOND DAPHNE Date: 2020.12.17 09:56:31 -05'00'	Bastien, Josee	Digitally signed by Bastien, Josee DN: CN = Bastien, Josee C = CA O = GC OU = PWSCG-TPSCG Date: 2021.01.19 08:25:43 -05'00'
Signature		Signature	
Name of the representative from the SP/MD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date		
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/00 1/EL			
Contractor Name / Nom du Contracteur :	S.i. Systems			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000356126	1930 200 50	2020-12-17	2020-12-31

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
 Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :	04-Jan-2021	Initial End Date / Date de fin initiale :	03-Sep-2021
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

## Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$131,760.00
PM Level 3					\$131,760.00
Estimated Cost / Coût estimatif					<b>\$263,520.00</b>



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47060-187626/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>S.i. Systems</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002051	1000356126	1930 200 50	2021-07-28	2021-08-04

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification :

**Bring TA to Actuals**

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : **04-Jan-2021** Initial End Date / Date de fin initiale : **03-Sep-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **n/a**

Work Location(s) / Lieu(x) de travail : **Vanier Towers, 333 North River Road Ontario**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$106,140.00
PM Level 3					\$109,800.00

Estimated Cost / Coût estimatif			<b>\$215,940.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie			\$0.00
HST @ 13%			\$28,072.20
<b>Total Estimated Cost / Coût total estimatif</b>			<b>\$244,012.20</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>		<p>Yuqiao Hu</p> <p>Digitally signed by Yuqiao Hu DN: cn=Yuqiao Hu, o=CBSA, ou=Policy and Reporting, email=yuqiao.hu@cbsa- asfc.gc.ca, c=CA Date: 2021.08.05 13:42:51 -04'00'</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b></p> <p>Digitally signed by CARR JEFFREY Date: 2021.07.28 08:43:58 -04'00'</p> <p>Signature</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p>Signature</p>	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Date</p>
--	--	------------------	-------------

Public Works and  
Government Services  
CanadaTravaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)**A. General Information / Informations générales**Contract Number / Numéro du contrat : **47419-223800/002/EL**Contractor Name / Nom du Contracteur : **Donna Cona**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021002054	1000355712	190830000/2001/30700/ 74907	31-May-21	30-Jun-21

**B. For Amendments Only / Aux fins de modification seulement**Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification:

Exercising option to renew - increase level of effort.

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect (Data Warehouse) - Level 2		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe****Period of Services / Période de service:**

Initial Start Date / Date de début initiale :

**14-Dec-2020**

Initial End Date / Date de fin initiale :

**07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**07-Jul-2022**☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de  
voyage :

None

Work Location(s) / Lieu(x) de travail :

National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$368,650.00
Estimated Cost / Coût estimatif					<b>\$368,650.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$47,924.50
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$416,574.50</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Nathalie Gaul			
Name of Technical Authority / Nom de l'autorité technique  <b>GAUL NATHALIE</b> <small>Digitally signed by GAUL NATHALIE Date: 2021.05.31 15:35:52 -04'00'</small>	Date	Name of Contracting Authority / Nom de l'autorité contractante  <b>BITSENE, MARLENE</b> <small>Digitally signed by: BITSENE, MARLENE DN: CN = BITSENE, MARLENE C = CA O = GC OU = PWGSC-TPSGC Date: 2021.07.05 11:41:19 -04'00'</small>	Date
Signature  <b>LOXTON ASHLEY</b> <small>Digitally signed by LOXTON ASHLEY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LOXTON ASHLEY + SERIALNUMBER=2018282123713384 Reason: I have reviewed this document Location: your signing location here Date: 2021-06-29 14:43:52 Foxit PhantomPDF Version: 10.0.1</small>		Signature	
[If applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

DocuSigned by:  2021-06-02	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature  Date

## – Technology Architect (Data Warehouse) - Level 2

### Tasks

**Tasks and responsibilities could include but not limited to:**

- Develop technical architectures, frameworks and strategies to meet the business and application requirements for a large-scale data warehousing initiative in an ETL (Extract, Transform and Load) environment
- Identify the business, IT and application policies and requirements that drive out a particular solution.
- Ensure the integration of all aspects of technology solutions are consistent with the stated vision
- Perform impact analysis by required due dates of applicable technology changes when requested
- Provide ETL, DataStage and applicable support to applications and/or technical support teams in the proper application of existing infrastructure
- Review in-house or developed application and program design or technical infrastructure design to ensure adherence to enterprise and development standards and to recommend performance improvements to stakeholders
- Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation
- Manage the development and implementation of an architectural improvement plan (strategic architecture plan for warehouse)
- Ensure ETL technical alignment with the ETL Development Standards amongst major departmental projects for Data Warehouse
- Develop ETL best practices, standards, templates and methodologies in a DataStage environment in accordance with DataStage standards and ETL Development standards or Industry standards
- Implement Configuration Management controls to ensure quality and supportability of the resulting Data Warehouse (DW)/Data Management (DM) environments while adhering to the Iterative Methodology
- Review Business Intelligence (BI) client requirements documentation such as BRD and BUC
- Define and assist with ETL tool installation, configuration and integration strategies
- Automate data feeds from external third party sources outside the organization as required
- Participate in the design, development and testing of ETL jobs, scripts and routines in accordance with the Service Lifecycle Management Framework
- Develop the ETL requirements and formulate the ETL architecture document that would require modification to any changes made
- Participate in ERWin and IDA model reviews
- Shred XML Data into relational tables using DataStage
- Develop and maintain an integrated ETL architecture
- Develop detailed development plans
- Perform code walkthroughs
- Develop ETL specifications and ETL design diagrams
- Define ETL metadata capture solution
- Define primary and secondary data captures strategies for internal and external data sources



## Specialties and Skills

Specialties could include but not limited to:

- IBM WebSphere DataStage
- DataStage ETL
- IBM DB2 RDBMS (Relational Database Management System)
- IBM IDA
- IBM Pure Data
- IBM InfoSphere Information Server Suite
- Cognos Report Net
- IBM Cognos 10 BI Report Studio
- IBM Cognos 8 or 10 Data Manager/Decision Stream (ETL)
- IBM Cognos 8 or 10 Framework Manager (Metadata Modeling)
- IBM Cognos 8 BI Modeling
- IBM Cognos 8 OLAP Modeling – Transformer
- PL/SQL

## Deliverables

Deliverables could include but are not limited to:

Deliverable:	Due:
Weekly progress reports	Weekly
Security Screening Automation (SSA) - Architecture Design Document <ul style="list-style-type: none"> <li>• Technical Design of the SSA process.</li> </ul>	September 2021
Enterprise user audit – Architecture Design Document <ul style="list-style-type: none"> <li>• Technical design of the User Audits.</li> </ul>	November 2021
Address Standardization – Preliminary Options Analysis <ul style="list-style-type: none"> <li>• Document the architecture design, describing the options for Autofill, Correction, Verification, etc.</li> </ul>	December 2021
ICS Administration – Architecture Design Document <ul style="list-style-type: none"> <li>• Document the Technical Design of the migration of ICS Admin to the Cloud.</li> </ul>	February 2022
Reference Data Management (RDM) – Preliminary Options Analysis <ul style="list-style-type: none"> <li>• Document the Requirements and Draft Content Prioritization of RDM in the Cloud.</li> </ul>	March 2022
Master Data Management Service (MDMS) – Preliminary Options Analysis <ul style="list-style-type: none"> <li>• Document the Proof of Concept (POC) of the MDMS on the Cloud.</li> </ul>	May 2022
Mobile Border Experience (BSO) - Preliminary Options Analysis <ul style="list-style-type: none"> <li>• Document the Requirements and Draft Content Prioritization of Mobile Border Experience in the Cloud.</li> </ul>	July 2022

## Constraints

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or ling (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

## Reporting Requirements

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

## Location of Work

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

## Language of Work

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)

Public Works and  
Government Services  
CanadaTravaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		<b>47419-223800/002/EL</b>		
Contractor Name / Nom du Contracteur :		<b>Donna Cona</b>		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
	1000355712	190830000/2001/30700/ 74907	Nov 23, 2020	Dec 1, 2020

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification:

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect (Data Warehouse) - Level 2		English	Reliability/ Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
<b>See attached / Voir pièce jointe</b>			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	<b>14-Dec-2020</b>
Initial End Date / Date de fin initiale :	<b>07-Jul-2021</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
None	
Work Location(s) / Lieu(x) de travail :	National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$181,800.00
Estimated Cost / Coût estimatif					<b>\$181,800.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$23,634.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$205,434.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Nathalie Gaul

23-Nov-20

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

*Nathalie Gaul*

Signature

Signature

[If applicable, insert the following] Name of the representative from (insert the Department name)  
 [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

Date

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		DocuSigned by:	2020-11-30
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature		Date

Programmer/Analyst (Cognos Developer) - Level 3

Technology Architect (Data Warehouse) - Level 2

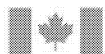
Database Analyst (EDW & BI) - Level 3

IM Architect (EDW & BI) - Level 3

Project Manager - Level 2

Not Applicable

Select appropriate resource category and level



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

**Purchasing Office — Bureau des Achats :**

Canada Border Services Agency  
Agence des services frontaliers du Canada  
355 North River Road - 355 ch. River nord  
17<sup>th</sup> Floor - 17<sup>ième</sup> étage  
Ottawa ON K1A 0L8

**Contract — Contrat**

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

**Title — Sujet:**

TBIPS SA - A.11 Tester Level 3 x4

**Contract No. — No du contract:**

5500001064

**D.D.P. — D.D.P.:**

Destination of Goods, Services, And Construction —  
Destination des biens, services et construction  
See herein — voir aux présentes

**Invoices to be sent to — Factures Envoyer à:**

Canada Border Service Agency  
Agence des services frontaliers du Canada  
[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

The Vendor/Firm hereby accepts/acknowledges this contract — Le fournisseur/entrepreneur accepte/accuse réception du présent contrat :

Signature

Date

Name, title of person authorized to sign (type or print) —  
Nom et titre du signataire autorisé (caractère d'impression)

Vendor / Firm Name and Address  
Raison sociale et adresse du fournisseur/de l'entrepreneur :

SoftSim Technologies Inc.  
#202 - 404 Rue St-Pierre  
Vieux-Montréal, QC H2Y 2M2  
PBN : 863787651PG0001

**Contracting Authority — Autorité contractante :**

Meagan Leclair

Telephone No. — No de  
telephone:

343-551-6907

Fax No. — No de  
télécopieur :

**E-Mail Address — Courriel:**

[Meagan.Leclair@cbsa-asfc.gc.ca](mailto:Meagan.Leclair@cbsa-asfc.gc.ca)

Total Estimated Cost (HST  
incl.) / Coût total estimatif  
(TVH incl.):

\$628,099.20

Currency Type -  
Genre de devise :

CAD

Signed for the President by — Signé pour le Président  
par :

**DEROUIN  
MICHEL**

Signature

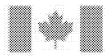
Date

Digitally signed by DEROUIN MICHEL  
DN: cn=Cecil, o=gc, ou=cora-adrc, ou=PERSONNEL,  
cn=DEROUIN MICHEL  
SERIALNUMBER=2015286231103657  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2020-12-22 17:14:26  
Foxit PhantomPDF Version: 10.0.1

**Name and Position Title — Nom et Titre du poste**

Michel Derouin

A/ Manager  
Strategic Procurement Division (SPD), Operations (OPS),  
Finance and Corporate Management Branch  
Canada Border Services Agency



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

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- 1.4 STANDARD CLAUSES AND CONDITIONS
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STATEMENT OF WORK

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CERTIFICATIONS AT THE TA STAGE

ANNEX B

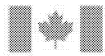
BASIS OF PAYMENT

ANNEX C

SECURITY REQUIREMENTS CHECK LIST

ATTACHMENT 1 TO ANNEX C

SECURITY GUIDE



## CONTRACT CLAUSES

The following clauses apply to and form part of any contract resulting from the bid solicitation.

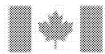
### 1.1 REQUIREMENT

- a. SoftSim Technologies Inc. (the Contractor) agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with and at the prices set out in the Contract. This includes providing professional services, as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- b. **Client(s)** : Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- c. **Reorganization of Client**: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- d. **Defined Term** : Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Also, the following words and expressions have the following meaning:
  - i. Any reference to an Identified User is a reference to the Client.
  - ii. "deliverable" or "deliverables" includes all documentation outlined in this Contract
  - iii. "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

### 1.2 TASK AUTHORIZATION ("TA")

- a. **As and When Requested Task Authorizations**: The Work or a portion of the Work to be performed under the Contract on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- b. **Assessment of Resources Proposed at TA Stage**: Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendix "B" of Annex "A".
- b. **Form and Content of Task Authorization** :
  - i. The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix "A" to Annex "A".
  - ii. The draft Task Authorization will contain the details of the activities to be performed, and must contain the following information, if applicable :
    - A. a task number;
    - B. The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
    - C. the details of any financial coding to be used;
    - D. the category of resources and the number required;
    - E. a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
    - F. the start and completion dates;
    - G. milestone dates for deliverables and payments (if applicable);





- H. the number of person-days of effort required;
- I. whether the work requires on-site activities and the location;
- J. the language profile of the resources required;
- K. the level of security clearance required of resources;
- L. the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
- M. any other constraints that might affect the completion of the task.

**c. Contractor's Response to Draft Task Authorization:**

The Contractor must provide the Technical Authority, within three (3) working days of receiving the draft Task Authorization or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

**d. Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**

To be validly issued, a TA must include the following signature(s):

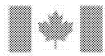
- A. for any TA with a value less than or equal to \$0.00 (including Applicable Taxes), the TA must be signed by the Technical Authority and the Contracting Authority; and
- B. for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and the Contracting Authority or another member of the Strategic Procurement Division (SPD).

Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Technical Authority's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.

**e. Periodic Usage Reports:**

- i. The Contractor must compile and maintain records on its provision of services to the federal government under validly issued TAs issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If any required information is not available, the Contractor must indicate the reason. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The Contractor must submit the periodic usage reports on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
- ii. The quarterly periods are defined as follows:
  - A. April 1 to June 30;
  - B. July 1 to September 30;
  - C. October 1 to December 31; and
  - D. January 1 to March 31.

The data must be submitted to the Contracting Authority no later than fifteen (15) calendar days after the end of the reporting period.



- iii. Each report must contain the following information for each validly issued TA (as amended):
  - A. the Task Authorization number and the Task Authorization Revision number(s), if applicable;
  - B. a title or a brief description of the task;
  - C. the name, Resource category and level of each resource involved in performing the TA, as applicable;
  - D. the total estimated cost specified in the TA (applicable taxes extra);
  - E. the total amount (applicable taxes extra) expended to date;
  - F. the start and completion date; and
  - G. the active status, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- iv. Each report must also contain the following cumulative information for all the validly issued TAs (as amended):
  - A. the amount (applicable taxes extra) specified in the contract (as last amended, if applicable) as Canada's total liability to the contractor for all validly issued TAs; and
  - B. the total amount, applicable taxes extra, expended to date against all validly issued TA's.

**f. Refusal of Task Authorizations or Submission of a Response which is not Valid:**

The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. A valid response is one that is submitted within the required time period and meets all requirements of the TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the TA at pricing not exceeding the rates set out in Annex "B". Each time the Contractor does not submit a valid response, the Contractor agrees Canada may at its option decrease the Minimum Contract Value in the clause titled "Minimum Work Guarantee" by 2%. This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).

- g. **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

### 1.3 MINIMUM WORK GUARANTEE

- a. In this clause,
  - i. **"Maximum Contract Value"** means the amount specified in the "Limitation of Expenditure" clause set out in the Contract (excluding Applicable Taxes); and
  - ii. **"Minimum Contract Value"** means 5 % of the Maximum Contract Value on the date the contract is first issued.
- b. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- c. In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work performed.



- d. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract
  - i. for default.
  - ii. for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
  - iii. for convenience within ten business days of Contract award.

#### 1.4 STANDARD CLAUSES AND CONDITIONS

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual issued by Public Works and Government Services Canada (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>).

##### a. General Conditions :

2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, unless already present, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

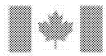
4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of
  - a. the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or
  - b. the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

#### 1.5 SECURITY REQUIREMENT

- a. The following Security Requirement Check List (SRCL and related clauses) applies to the Contract.

PWGSC File # Common PS SRCL #6

1. The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to protected information, assets or sensitive work site(s) must EACH hold a valid **Reliability Status**, granted or approved by CISD/PWGSC.
3. The Contractor must not remove any protected information or assets from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex "C";
  2. *Industrial Security Manual* (Latest Edition).



### 1.5.1 ADDITIONAL SECURITY REQUIREMENT

The CBSA, will conduct its own personnel Reliability Status assessment on the recommended Bidder and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the "Policy on Government Security - Personnel Security Standard", irrespective of whether such assessment has already been conducted under any such policies. Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized secure official with CBSA's "Personnel Security Screening Section"(PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian Industrial Security Directorate" (CISD) and the "International Industrial Security Directorate" (IISD).

For each proposed resources, the Bidder should submit a complete signed original TBS 330-23 Form - Personnel Screening Consent and Authorization (<https://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.asp>) with their Bid. If not provided with the bid, the Bidder must provide it upon request and in the timeframe stated by the Contracting Authority (prior to Contract Award).

Until the credit check, fingerprinting and all other security screening processes required by this Request for Proposal have been completed and the recommended Bidder and the proposed personnel is deemed suitable by the CBSA, no contract will be awarded and the recommended Bidder personnel will not be permitted access to Protected / Classified information or assets, and will not be permitted to enter sites where such information or assets are kept.

In the event the recommended Bidder is not deemed suitable following the security screening process required by the CBSA, the said recommended Bidder's (Contractor and its personnel) bid will be deemed non-compliant and the next ranked Bidder will be contacted. If only one bid was obtained and the recommended Bidder does not meet the security requirement, then, the Contracting Authority will determine the next steps in order to ensure all requirements are met.

**\*Fees are applicable. Fingerprinting will be at the Bidder's cost.**

### 1.6 CONTRACT PERIOD

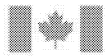
- a. **Contract Period :** The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes :
  - i. The "Initial Contract Period", which begins on the date the Contract is awarded and ends on December 22, 2021; and
  - ii. the period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- b. **Option to Extend the Contract :**
  - i. The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to one (1) additional one (1) year period under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
  - ii. Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a formal contract amendment.

### 1.7 AUTHORITIES

#### a. Contracting Authority

The Contracting Authority for the Contract is:

Name : Meagan Leclair  
 Title : A/Senior Contracting Officer  
 Organization : Canada Border Services Agency (CBSA)  
 Address : 355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8  
 Telephone : 343-551-6907  
 E-mail address : [Meagan.Leclair@cbsa-asfc.gc.ca](mailto:Meagan.Leclair@cbsa-asfc.gc.ca)



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

**b. Technical Authority**

The Technical Authority for the Contract is:

Name : Paul van Berkel  
Title : A/Director  
Organization : Canada Border Services Agency (CBSA)  
Address : 333 North River Road, Vanier Tower A, Ottawa, Ontario, K1A 0L8  
Telephone : 613-410-1562  
E-mail address: [Paul.vanBerkel@cbsa-asfc.gc.ca](mailto:Paul.vanBerkel@cbsa-asfc.gc.ca)

In their absence, the Technical Authority is:

Name : Julie Joannis  
Title : IT Manager  
Organization : Canada Border Services Agency (CBSA)  
Address : 333 North River Road, Vanier Tower A, Ottawa, Ontario, K1A 0L8  
Telephone : 343-572-7599  
E-mail address: [julie.joannis@cbsa-asfc.gc.ca](mailto:julie.joannis@cbsa-asfc.gc.ca)

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

**c. Contractor's Representative**

The Contractor's Representative for the Contract is:

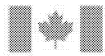
Name :  
Title :  
Organization : SoftSim Technologies Inc.  
Address : #202 - 404 Rue St-Pierre, Vieux-Montréal, QC H2Y 2M2  
Telephone :  
E-mail address :

## 1.8 PAYMENT

**a. Basis of Payment**

One or more of the basis of payment options below will be specified in the TA:

- i. **Professional Services provided under a Task Authorization with a Limitation of Expenditure:** For professional services requested by Canada, Canada will pay the Contractor, in arrears, up to the Maximum Price, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- ii. **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B, Applicable taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.



- iii. **Professional Services provided under a Task Authorization with a Ceiling Price :** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the ceiling price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex b, Applicable taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

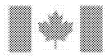
**Estimated Cost:** \$555,840.00

- iv. **Pre-Authorized Travel and Living Expenses :** Canada will not pay any travel or living expenses associated with performing the Work.
- v. **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- vi. **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- vii. **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase services in these amounts. Any commitment to purchase specific amounts or values of services are described elsewhere in the Contract.

**b. Limitation of Expenditure - Cumulative Total of all Task Authorizations**

- i. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum set out on page one of the Contract. Customs duties are included and applicable taxes are extra.
- ii. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- iii. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - A. when it is 75 percent committed, or
  - B. four (4) months before the contract expiry date, or
  - C. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,

whichever comes first.
- iv. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability



### c. Methods of Payment

One or more of the following methods of payment will form part of the approved TA:

#### For a Firm Price TA:

##### a) Single Payment:

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- i. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all such documents have been verified by Canada;
- iii. the Work delivered has been accepted by Canada.

##### b) Milestone Payment:

Canada will pay the Contractor on a milestone basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- i. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all required certificates have been signed by the respective authorized representatives; all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

#### For the Work specified in an approved TA subject to a cost reimbursable to a limitation of expenditure or ceiling price:

##### c) Single Payment:

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- i. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all such documents have been verified by Canada;
- iii. the Work delivered has been accepted by Canada.

##### d) Monthly Payment:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- i. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all such documents have been verified by Canada;
- iii. the Work performed has been accepted by Canada.

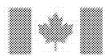
##### d. Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

##### e. Payment Credits

###### i. Failure to Provide Resource:

- A. If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.



**B. Corrective Measures:** If credits are payable under this Article for two (2) consecutive months or for three (3) months in any twelve-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five (5) working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

**C. Termination for Failure to Meet Minimum Availability Level :** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default by giving the Contractor three (3) months' written notice of its intent, if any of the following apply :

1. the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
2. the corrective measures required of the Contractor described above are not met.

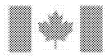
This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

- ii. **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- iii. **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- iv. **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- v. **Canada's Rights & Remedies not Limited :** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- vi. **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

**f. No Responsibility to Pay for Work not performed due to Closure of Government Offices**

- i. Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
- ii. If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.





## 1.9 INVOICING INSTRUCTIONS

- a. The Contractor must submit invoices in accordance with the information required in the General Conditions.
- b. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- c. By submitting invoices the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- d. The Contractor must provide the original of each invoice to the Technical Authority's paying office (CBSA Finance) at the following location on a monthly basis:

All invoices must be submitted using the following method (**only one copy of the invoice should be sent to the Agency**):

Email: Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

This email address is to be used for submitting invoices and for payment status inquiries.

### Direct Deposit:

The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.

Please contact [ca-ci@cbsa-asfc.gc.ca](mailto:ca-ci@cbsa-asfc.gc.ca) to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

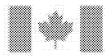
**IMPORTANT NOTE:** If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

## 1.10 CERTIFICATIONS

- a. Compliance with the certifications provided by the Contractor in its bid or any TA quotation is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.
- b. **SACC Manual Clauses**

- i. A3010T (2010-08-16), Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.



### 1.11 FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - DEFAULT BY CONTRACTOR

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list ([http://www.esdc.gc.ca/en/jobs/workplace/human\\_rights/employment\\_equity/federal\\_contractor\\_program.page?\\_ga=1.202131537.154425323.1406223033](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?_ga=1.202131537.154425323.1406223033)). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 1.12 APPLICABLE LAWS

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province Ontario.

### 1.13 PRIORITY OF DOCUMENTS

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- a. these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- b. General Conditions 2035 (2020-05-28);
- c. Annex A, Statement of Work - Annex A including its Appendices as follows;
  - i. Appendix A to Annex A - Tasking Assessment Procedure;
  - ii. Appendix B to Annex A - Task Authorization (TA) Form;
  - iii. Appendix C to Annex A - Resource Assessment Criteria and Response Table;
  - iv. Appendix D to Annex A - Certifications at the TA stage
- d. Annex B, Basis of Payment;
- e. Annex C, Security Requirements Check List;
- f. the signed Task Authorizations including any required Certifications;
- g. Supply Arrangement Number EN578-170432/258/EI (the "Supply Arrangement");
- h. the Contractor's bid dated November 2, 2020.

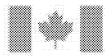
### 1.14 FOREIGN NATIONALS (CANADIAN CONTRACTOR)

The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

### 1.15 INSURANCE REQUIREMENTS

#### A. Compliance with Insurance Requirements

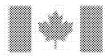
1. The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.



2. The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
3. The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

#### **B. Commercial General Liability Insurance**

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
  - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
  - e. Cross Liability/Separation of Insured: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
  - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
  - g. Employees and, if applicable, Volunteers must be included as Additional Insured.
  - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
  - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
  - j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
  - k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.



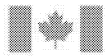
- l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- m. Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

**C. Errors and Omissions Liability Insurance**

- 1. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- 2. If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- 3. The following endorsement must be included:  
Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

**1.16 LIMITATION OF LIABILITY - INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY**

- a. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- b. **First Party Liability :**
  - i. The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to :
    - A. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
    - B. physical injury, including death.
  - ii. The Contractor is liable for all direct damages affecting real or tangible personal property owned, possessed, or occupied by Canada.
  - iii. Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
  - iv. The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i.A) above.
  - v. The Contractor is also liable for any other direct damages to Canada caused by the Contractor in any way relating to the Contract, including :



- A. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
- B. any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of [.75] times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under paragraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00 , whichever is more.

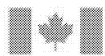
- vi. If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent backup kept by Canada. Canada is responsible for maintaining an adequate backup of its records and data.

**c. Third Party Claims :**

- i. Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- ii. If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- iii. The Parties are only liable to one another for damages to third parties to the extent described in this paragraph c.

**1.17 PROFESSIONAL SERVICES - GENERAL**

- a. The Contractor must provide professional services on request as specified in this contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- b. If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.



- c. In General Conditions 2035, the Section titled "Replacement of Specific Individuals" is deleted and the following applies instead:

#### **Replacement of Specific Individuals**

1. If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - b. security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - a. exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Section titled "Default of the Contractor", or
  - b. assess the information provided under (c) (1) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (2) (a) above, or require another replacement in accordance with this sub article (c).

Where an Excusable Delay applies, Canada may require (c) (2) (b) above instead of terminating under the "Excusable Delay" Section. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

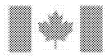
3. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
4. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

#### **1.18 SAFEGUARDING ELECTRONIC MEDIA**

- a. Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- b. If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

#### **1.19 REPORTING REQUIREMENTS**

The Contractor must provide reports identified in the Task Authorization and Statement of Work, if any.



## 1.20 REPRESENTATIONS AND WARRANTIES

The Contractor made statements regarding its own and its proposed resources experience and expertise in its bid that resulted in the award of the Contract and issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

## 1.21 ACCESS TO CANADA'S PROPERTY AND FACILITIES

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

## 1.22 GOVERNMENT PROPERTY

Canada agrees to supply the Contractor with the items listed below (the "Government Property"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

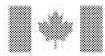
## 1.23 TRANSITION SERVICES AT END OF CONTRACT PERIOD

The Contractor agrees to execute the transition tasks identified in the Statement of Work, in the period leading up to the end of the Contract Period, and it will make all reasonable efforts to assist Canada in the transition from the Contract to a new contract with another supplier.

## 1.24 IDENTIFICATION PROTOCOL RESPONSIBILITIES

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- a. Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as a Contractor Representative prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- b. During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- c. If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- d. If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- e. In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.



## ANNEX A

### STATEMENT OF WORK

#### TITLE

Software Tester, Level 3

#### BACKGROUND

Information Science and Technology Branch (ISTB) of Canada Border Services Agency (CBSA) mandate is to enable effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The Production Assurance testing teams are responsible for validating that the Canada Border Services Agency (CBSA) Corporate, Commercial and Traveller Processing systems meet the business, system and usability requirements.

#### OBJECTIVE

The CBSA requires up to (4) Software Testers to provide software testing services for various CBSA large scale, complex and integrated Corporate, Common, Travellers and Commercial Processing systems.

#### SCOPE

The Contractor will be responsible for analyzing business and system requirements, conducting test planning, writing and executing manual test cases, creating test data, developing, executing and maintaining automated test scripts for various software systems.

The Contractor must have experience in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts and test analysis and reporting. Experience and knowledge of testing procedures, environments and strategies as well as problem reporting, release and change management processes is expected.

The consultant must have experience in testing Web based applications given that the development and testing environments are based on Java Web Technologies, and other Web technologies/frameworks such as HyperText Markup Language (HTML), Extensible HyperText Markup Language (XHTML), Extensible Markup Language (XML) and Java Server Faces (JSF) and/or JSP.

#### TASKS

On an as and when requested basis, through the issuance of Task Authorizations (TAs), the proposed resource will provide the following. Each Task Authorization will specify the tasks and completion schedule. Responsibilities include, but are not limited to:

- Develop and execute test strategies, test processes, test procedures, test plan, test scenarios, test cases, test cycles, automated test scripts and test analysis in support of application development and maintenance;
- Conduct testing in accordance with the test and release management plan;
- Create test data in accordance with the test strategy/test plan;
- Provide Status Reports;
- Document and report testing activities using established tools and practices;
- Log defects and track to closure, working with development teams to establish defect validity, cause and retesting as required;
- Handle testing issues in a timely fashion;
- Participate and contribute to team and release meetings, and walkthroughs session;
- Provide testing impacts (estimates) for new release content derived from defects, and /or technical/infrastructure modifications;
- Work with cross-functional teams to ensure quality throughout the software development lifecycle;
- Provide support of testing activities in an integrated system environment;





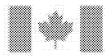
- Apply knowledge of automated test case tools such as HP Quality Center or UFT;
- Develop, execute and maintain manual/automated test scripts using HP ALM/UFT; and
- Mentor CBSA staff.

## DELIVERABLES

On an as and when requested basis, through the issuance of Task Authorizations (TAs), the proposed resource will provide the deliverables as specified in the deliverables and completion schedule on the TA. Deliverables will include but not limited to:

Deliverables	Schedule
Test strategies, test plans, test cases, test scenarios and test data for client-server, web, web services and COBOL based application changes using MS-Office suite of tools and HP Application Lifecycle Management (ALM). The contractor needs to write a test strategy/test plan for each release. The strategy will include the test cases/scenarios, test data/parameters, automated scripts and level of effort/duration necessary to test the system(s).	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Designing, coding, debugging and executing automated test scripts using HP UFT and/or SoapUI. These scripts must be well documented, in order for other testers to be able to execute the scripts successfully.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Designing, coding, debugging and executing automated test scripts for automated test data generation.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Test analysis and results reports.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Testing Impacts (estimates) for testing of new systems, Changes Requests, Defects and infrastructure/ platform modifications.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Input to CBSA testing standards and best practices documentation.	As needed.
Presentations and procedural documents for peers and management using the MS-Office suite of tools. The contractor must be able to produce presentations on their testing strategies and testing results. They must also produce procedural documents on the steps needed to run their automated and/or manual scripts.	As needed.
Weekly status report using the MS-Office suite of tools. The contractor must produce a weekly status report detailing their deliverables for the week. In this report the contractor must document all deliverables completed and what needs to be completed in order to finish their tests, including timeframes.	Weekly

All deliverables must be provided in conformance with CBSA's standard desktop operating software which is Microsoft Office Suite (including Word, Excel, Visio and PowerPoint) in English.



All deliverables must be initially provided in draft to the Technical Authority for review. Should there be problems or issues with the deliverables being presented, the Technical Authority will notify the resource of the items that must be modified within five (5) business days of receipt of the draft deliverable. Once all items have been resolved and acceptable to the Technical Authority, a finalized version of the deliverables will be provided to the Technical Authority within five (5) business days from acceptance.

## **REPORTING REQUIREMENTS**

If a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Technical Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Technical Authority. The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## **COMMUNICATION**

It is the responsibility of the Contractor to facilitate and maintain regular communication with the CBSA Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the contract. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the contract, as they arise.

## **METHOD AND SOURCE OF ACCEPTANCE**

All services rendered under the Contract/TA are subject to inspection by the Technical Authority.

All deliverables shall respect the following principles:

Logical structure - flow in a logical format that permits the reader to entirely understand the objectives of the initiative, and that it appropriately describes how recommendations and conclusions were determined;

Business oriented - concerned with the business capabilities and impact, rather than having a technical focus; and

Comprehensive - includes all significant factors to a complete evaluation of the context, constraints, risks and expectations of the work.

## **CONSTRAINTS**

The Contractor is not permitted to disclose CBSA provided information learned through this contract to external sources unless authorized by the designated CBSA Technical Authority.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These hours are not representative of the duration of a Contractor's work day. All proposed personnel must be available to work outside normal office hours during the duration of the Contract. The Technical Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## **LANGUAGE**

The proposed Resource will be required to perform the work in English. Every individual proposed in its bid will be fluent in English. The individual proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

## **TECHNICAL ENVIRONMENT**

The Contractor will provide the Services in conformance with CBSA's standard desktop operating software, currently, Microsoft Office Suite (including Word, Excel, and PowerPoint).



Canada Border  
 Services Agency

Agence des services  
 frontaliers du Canada

Contract No.: 5500001064

All Deliverables provided by the Contractor will become integrated within CBSA's technical and operational environment as specified by CBSA.

The technical environment at CBSA is comprised of several technologies including but not limited to:

- JAVA on IBM z/OS, SUN Solaris Server, or Microsoft Server
- COBOL on IBM z/OS Mainframe
- IBM WebSphere Application Server on z/OS (version 6 or more)
- IBM WebSphere MQ on z/OS (version 6 or more)
- HTTPS (SSL)
- Web Services
- JavaScript
- XML
- Microsoft PowerPoint, Visio, Word, Excel, Internet Explorer, Windows 2000 and XP
- MS SQL
- HP Quick Test Professional
- HP Quality Center
- HP Performance Center
- HTML
- IBM DB2
- J2EE
- Java

## CLIENT SUPPORT

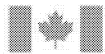
The Contractor will be provided with CBSA user IDs, passwords, workstation or laptop, and other materials as required in order to process, store, and/or transmit CBSA data on CBSA networks during the contract.

The use of the Contractor's IT systems are not permitted.

## LOCATION OF WORK

The work is expected to be performed off site in accordance to the current COVID-19 directives on workplace occupancy. This may change at the discretion of CBSA and the return-to-workplace strategy plan.

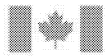
There is no travel requirement outside the NCR.



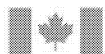
## APPENDIX A TO ANNEX A

### TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 48 hours turnaround time to submit a quotation.
2. For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
  - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
  - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
  - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

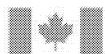


3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.



## APPENDIX B TO ANNEX A TASK AUTHORIZATION FORM

TASK AUTHORIZATION (TA)				
Contractor:		Contract Number:		
Task Number:		Date:		
Amendment Number:		Date:		
TA Request (For completion by Project Authority)				
1. Description of service(s) to be delivered/provided as per the Statement of Work [Insert details and ensure the description is within scope and deliverables of original contract]				
2. PERIOD OF SERVICES		From:	To:	
3. Service Location		[Indicate where the work will be performed within the NCR]		
4. Travel Requirements		[ ] Yes [ ] No		
5. Other Conditions /Restraints		[ ] Yes [ ] No Specify:		
6. Basis of Payment		Limitation of Expenditure [ ] Ceiling Price [ ] Firm Price [ ]		
7. METHOD OF PAYMENT:				
[ ] Single [ ] Monthly [ ] Milestones				
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL				
[ ] Reliability				
9. LANGUAGE OF WORK				
Language of service(s) to be delivered/provided		[ ] English		
TA Proposal (For completion by Contractor)				
10. Estimated Cost Contract <Insert additional rows as required>				
Resource Category & Name of Proposed Resource	PWGSC Security File Number	Firm Per Diem Rate	Estimated level of days of efforts	Total
				\$
				\$
				\$
Sub-Total Price:				
Tax (GST or HST):				
Total Price Including Tax:				
TA Approval				
11. Signing Authorities				

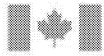


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Name and Title of Individual Authorized to Sign on Behalf of Contractor [type or print]	Signature	Date
Name and Title of TBS Project Authority [type or print]	Signature	Date
Name and Title of Individual Authorized to Sign on Behalf of the Treasury Board of Canada Secretariat (TBS) [type or print]	Signature	Date
<b>12. Basis of Payment &amp; Invoicing</b>		
<p>Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.</p> <p>Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.</p> <p>All invoices must be as per contract terms and conditions.</p>		



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## APPENDIX C TO ANNEX A

### RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

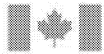
To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

**Note:** the evaluation criteria identified in this section will be the same as the solicitation but the experience required will be “*from TA request date*” instead of “*from bid closing date*”, when applicable.

#### 1.0 Mandatory Resource Assessment Criteria:

NAME OF RESOURCE:			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated experience (Bidders to insert data)	Insert page # of resume
MT1	<p>The Bidder must provide two (2) Project References for work performed by the Proposed Resource that is relevant to the Category. These references must be from two different projects and each should include the following information:</p> <p><b>Project A:</b>                      Client Name:                      Client Contact Name:                      Title of the Contractor:                      Duration (mm-yyyy to mm-yyyy):                      Phone Number and/or Email:</p> <p><b>Project B:</b>                      Client Name:                      Client Contact Name:                      Title of the Contractor:                      Duration (mm-yyyy to mm-yyyy):                      Phone Number and/or Email:</p>		
MT2	<p>The Bidder must clearly <b>*demonstrate</b> that the Proposed Resource has a minimum of 120 months within the last 180 months, hands on experience testing at least two (2) different <b>**COMPLEX IM/IT APPLICATIONS</b>. For</p>		



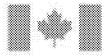


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NAME OF RESOURCE:			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated experience (Bidders to insert data)	Insert page # of resume
	<p>each projects, the Proposed Resource must have performed all of the following testing activities:</p> <ul style="list-style-type: none"> <li>• analysis of requirements and estimation of testing level of effort; and</li> <li>• developing and maintaining test plans; and</li> <li>• developing, maintaining and executing test; and</li> <li>• defining and creating test data manually or using data-seeding tools; and</li> <li>• reporting of test results.</li> </ul> <p><b>*demonstrate:</b> the candidate must clearly demonstrate in the resume how she/he meets the criteria. Stating only that he/she meets will not be sufficient to meet the criteria.</p> <p><b>**A COMPLEX IM/IT APPLICATION*</b> refers to an application with four (4) or more of the following characteristics:</p> <ul style="list-style-type: none"> <li>• a multi-platform set of technologies requiring integration;</li> <li>• a multi-tier diverse set of technologies requiring integration;</li> <li>• a nationally-distributed user base;</li> <li>• supports mission-critical functional requirements and two (2) or more demanding non-functional requirements such as high availability, recoverability, critical response times, scalability, challenging security, etc.;</li> </ul> <p>a large number of business transactions with sub-second response times requiring high availability and reliability.</p>		
MT3	<p>The Bidder must <b>*demonstrate</b> that the Proposed Resource has a minimum of 60 months hands-on experience within the last 120 months developing and maintaining automated test scripts and test data beyond "record and play back", using a recognized testing tool such as HP Quick Test Professional, UFT or equivalent.</p>		



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NAME OF RESOURCE:			
#	Mandatory Technical (MT) Criteria	Bidder's Response	
		Demonstrated experience (Bidders to insert data)	Insert page # of resume
MT4	The Bidder must <b>*demonstrate</b> that the Proposed Resource has a minimum of 60 months experience in testing Java based and JEE applications running on the WebSphere Application Servers.		

## 2.0 Point Rated Resource Assessment Criteria:

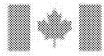
NAME OF RESOURCE:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT1	<p>Further to MT2, the Bidder should clearly <b>*demonstrate</b> that the Proposed Resource has additional hands on experience testing at least two (2) different <b>**COMPLEX IM/IT APPLICATIONS</b>. For each projects, the Proposed Resource must have performed all of the following testing activities:</p> <ul style="list-style-type: none"> <li>analysis of requirements and estimation of testing level of effort; and</li> <li>developing and maintaining test plans; and</li> <li>developing, maintaining and executing test; and</li> <li>defining and creating test data manually or using data-seeding tools; and</li> <li>reporting of test results.</li> </ul> <p><b>*demonstrate:</b> the candidate must clearly demonstrate in the resume how she/he meets the criteria. Stating only that he/she meets will not be sufficient to meet the criteria.</p>	<p>120 months or less = 0 points  121 months to 132 months = 5 points  133 months to 144 months = 10 points  145 months to 156 months = 15 points  157 months to 168 months = 20 points  169+ months = 25 points</p>	25	



NAME OF RESOURCE:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	<p><b>**A COMPLEX IM/IT APPLICATION*</b> refers to an application with four (4) or more of the following characteristics:</p> <ul style="list-style-type: none"><li>• a multi-platform set of technologies requiring integration;</li><li>• a multi-tier diverse set of technologies requiring integration;</li><li>• a nationally-distributed user base;</li><li>• supports mission-critical functional requirements and two (2) or more demanding non-functional requirements such as high availability, recoverability, critical response times, scalability, challenging security, etc.;</li><li>• a large number of business transactions with sub-second response times requiring high availability and reliability.</li></ul>			
RT2	Further to MT3, the Bidder should clearly <b>*demonstrate</b> that the Proposed Resource has a minimum of 60 months hands-on experience within the last 120 months developing and maintaining automated test scripts and test data beyond “record and play back”, using a recognized testing tool such as HP Quick Test Professional, UFT or equivalent.	60 months or less = 0 61 months to 72 months = 5 points 73 months to 84 months = 10 points 85 months to 96 months = 15 points 97 months to 108 months = 20 points 109 months = 25 points	25	
RT3	Further to MT4, the Bidder should clearly <b>*demonstrate</b> that the Proposed Resource has a minimum of 60 months experience in testing Java based and JEE applications running on the WebSphere Application Servers.	60 months or less = 0 61 months to 72 months = 5 points 73 months to 84 months = 10 points 85 months = 15 points	15	



NAME OF RESOURCE:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
RT4	The bidder should <b>*demonstrate</b> that the Proposed Resource has experience creating and executing test scripts using at least one or more of the following protocols: HTTP, and/or SOAP and/or XML.	HTTP = 10 points SoapUI = 10 Points XML = 10 points	30	
RT5	The bidder should <b>*demonstrate</b> that the Proposed Resource has experience testing mobile applications.	12 months or less = 5 point 13 months to 24 months = 10 points 25 months = 15 points	15	
RT6	The bidder should <b>*demonstrate</b> that the Proposed Resource has experience testing systems integrated with IBM products such as Z/OS mainframe, MQ, Websphere.	60 months or less = 0 61 months to 72 months = 5 points 73 months to 84 months = 10 points 85 months = 15 points	15	
RT7	The bidder should <b>*demonstrate</b> that the Proposed Resource has experience identifying and documenting software defects using a commercial software defect logging and tracking systems such as JIRA or equivalent.	12 months or less = 5 point 13 months to 24 months = 10 points 25 months = 15 points	15	
RT8	The bidder should <b>*demonstrate</b> that the Proposed Resource has experience coaching, mentoring and providing knowledge transfer.	60 months or less = 5 61 months to 72 months = 10 points 73 months = 15 points	15	
RT9	The bidder should <b>*demonstrate</b> that the Proposed Resource has Software Testing Certification such as ISQTB, from a recognized qualification certification organisation. Bidders must provide a readable copy of the degree in English or French with its bid.	No = 0 points Yes = 5 points	5	
RT10	The bidder should <b>*demonstrate</b> that the Proposed Resource has a College diploma/University Degree from a recognized	No = 0 points Yes = 5 points	5	

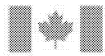


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NAME OF RESOURCE:				
#	Rated Technical Criteria	Scoring Methodology	Points Max	Cross Reference to proposal (Page #)
	Canadian college/university in Computer Science or Computer programming. Bidders must provide a readable copy of the degree in English or French with its bid.			
Total Available points:			165	
Minimum Total Overall Points Required to be declared responsive:			120	
Total achieved:				



## APPENDIX D TO ANNEX A

### CERTIFICATIONS AT THE TA STAGE

By submitting a Proposed Resource in response to a Task Authorization (TA), the Contractor certifies the following:

#### 1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

#### 2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

#### 3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

#### 4. CERTIFICATION OF LANGUAGE

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.



## ANNEX B

### BASIS OF PAYMENT

#### A. CONTRACT PERIOD

During the period of the contract, the Contractor will be paid as specified below for work performed in accordance with the contract.

##### 1.0 LABOR

The Contractor will be paid as specified below for work performed in accordance with the Contract.

Category of personnel and level Initial Period (Contract Award - December 22, 2021)	Firm all-inclusive per diem rate (GST/HST extra)
A.11 Tester Level 3	

While the estimated number of resources is four (4), this may fluctuate up or down depending on operational requirements, the number of engagements running concurrently and the complexity of the engagements.

##### 1.1 OPTION TO EXTEND THE TERM OF THE CONTRACT

Subject to the exercise of the Contract option, the Contractor will be paid the following rates for work performed pursuant to this Contract, in accordance with Annex A, during the extended period of the Contract. Applicable taxes are extra.

Category of personnel and level Option Period 1 (December 23, 2021 - December 22, 2022)	Firm all-inclusive per diem rate (GST/HST extra)
A.11 Tester Level 3	

##### 1.2 Definition of a Day/Proration:

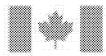
A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked} \times \text{applicable firm per diem rate}}{7.5 \text{ hours}}$$

- (i) All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- (ii) No overtime charges will be authorized under the Contract. All time worked will be compensated according to terms of payment.

##### 1.3 GST/HST

- a) All prices and amounts of money in the contract are exclusive of Goods and Services Tax (GST) or Harmonized Sales Tax (HST), as applicable, unless otherwise indicated. The GST or HST, whichever is applicable, is extra to the price herein and will be paid by Canada.
- b) The estimated HST is included in the total estimated cost shown on page 1 of this Contract. The estimated HST to the extent applicable will be incorporated into all invoices and progress claims and shown as a separate item on invoices and progress claims. All items that are zero-rated, exempt, or to which the HST does not apply, are to be identified as such on all invoices. The Contractor agrees to remit to Canada Revenue Agency (CRA) any amounts of HST paid or due.
- c) All deliverables are F.O.B. Destination, and Canadian Customs Duty included, where applicable.



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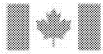
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- d) The Crown will not accept any travel and living expenses incurred by the Contractor as a consequence of any relocation required to satisfy the terms of the Contract.

All estimates contained in the Contract relating to travel, optional items or as and when requested goods or services are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to exercise such options or purchase such services.





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## ANNEX C SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#6



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat <b>1000353646</b>
Security Classification / Classification de sécurité <b>UNCLASSIFIED</b>

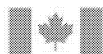
### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <b>C.B.S.A.</b>	2. Branch or Directorate / Direction générale ou Direction <b>ISTB / ESD</b>	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail <b>Software Testers testing CBSA applications</b>		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Non Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET <input type="checkbox"/>		TOP SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) <input type="checkbox"/>
TRÈS SECRET (SIGINT) <input type="checkbox"/>		TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**

Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

COMMON-PS-SRCL#6



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat  
1000353646

Security Classification / Classification de sécurité  
UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
- If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :
9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui
- Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis
- |   |   |   |  |
|---|---|---|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input type="checkbox"/> SECRET<br>SECRET           | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT        | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |   |   |  |
- Special comments:  
Commentaires spéciaux :
- NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui
- If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

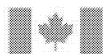
**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

COMMON-PS-SRCL#6



Gouvernement  
du Canada

Contract Number / Numéro du contrat <b>1000353646</b>
Security Classification / Classification de sécurité <b>UNCLASSIFIED</b>

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC			
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			TOP SECRET TRÈS SECRET
											A	B	C	
Information / Assets Renseignements / Biens														
Production														
IT Media / Support IT														
IT Link / Lien électronique														

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

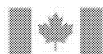
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**



Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

COMMON-PS-SRCL#6



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat <b>1000353646</b>
Security Classification / Classification de sécurité <b>UNCLASSIFIED</b>

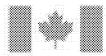
PART D - AUTHORIZATION / PARTIE D - AUTORISATION				
13. Organization Project Authority / Chargé de projet de l'organisme				
Name (print) - Nom (en lettres moulées) <b>Paul van Berkel</b>	Title - Titre <b>IT Manager</b>	Signature <i>Paul G. van Berkel</i>		
Telephone No. - N° de téléphone <b>343-291-6833</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>paul.vanberkel@csa-zsf.ca</b>	Date <b>July 23, 2020</b>	
14. Organization Security Authority / Responsable de la sécurité de l'organisme				
Name (print) - Nom (en lettres moulées) <b>Kavita Maharaj</b>	Title - Titre <b>Security Advisor</b>	Signature <b>MAHARA J KAVITA</b>		<small>Digitally signed by Kavita Maharaj, DN: cn=Kavita Maharaj, o=Government of Canada, ou=Public Services and Procurement Canada, email=k.maharaj@psgcs-pwgsc.gc.ca, c=CA, s=QC, ou=PSGSC-PWGC, cn=Kavita Maharaj, Date: 2020.09.08 15:58:45 -05'00'</small>
Telephone No. - N° de téléphone <b>604-830-7764</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>kavita.maharaj@csa.gc.ca</b>	Date <b>2020-09-08</b>	
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?				
				<input type="checkbox"/> No / <input type="checkbox"/> Yes <input type="checkbox"/> Non / <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement				
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature <b>LECLAIR MEAGAN</b>		<small>Digitally signed by Meagan Leclair, DN: cn=Meagan Leclair, o=Government of Canada, ou=Public Services and Procurement Canada, email=m.leclair@psgcs-pwgsc.gc.ca, c=CA, s=QC, ou=PSGSC-PWGC, cn=Meagan Leclair, Date: 2020.11.24 15:58:45 -05'00'</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date	
17. Contracting Security Authority / Autorité contractante en matière de sécurité				
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature <b>Saumur, Jacques 0</b>		<small>Digitally signed by Saumur, Jacques 0, DN: cn=Saumur, Jacques 0, o=Government of Canada, ou=Public Services and Procurement Canada, email=j.saurm@psgcs-pwgsc.gc.ca, c=CA, s=QC, ou=PSGSC-PWGC, cn=Saumur, Jacques 0, Date: 2017.02.02 11:46:22 -05'00'</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date	

Jacques Saumur  
Contract Security Officer  
Contracts Security Division/Division des contrats sécurité /  
Contract Security Program/Programme de sécurité des contrats /  
Public Services and Procurement Canada/ Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwgsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**

Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No.: 5500001064

## ATTACHMENT 1 TO ANNEX C

### SECURITY GUIDE

The purpose of the security guide is to clarify the multiple levels of security screening identified under Part 7 of the Security Requirements Check List (SRCL) described in Annex B. In addition to the Contractor and its resource's obligation to comply with the provisions of the SRCL described in Annex B, the following must be adhered to:

#### 1.1 Personnel security screening level requirements for RELIABILITY STATUS:



ALL resources MUST hold, at a minimum, a valid REALIBILITY security screening to perform, in whole or in part, the work described in the Statement of Work at Annex A.

#### 1.2 Unscreened Personnel

Unscreened personnel MAY NOT be used for ANY portion of the work described in the Statement of Work at Annex A.

## TASK AUTHORIZATION FORM

TASK AUTHORIZATION (TA)			
<b>Contractor:</b> SoftSim Technologies Inc.		<b>Contract Number:</b> 5500001064	
<b>Task Number:</b> 2021002116		<b>Date:</b> January 21, 2021	
<b>Amendment Number:</b>		<b>Date:</b>	
TA Request			
<b>1. Description of service(s) to be delivered/provided as per the Statement of Work</b> See the Statement of Work inserted below.			
<b>2. PERIOD OF SERVICES</b>	<b>From:</b>	January 27, 2021	<b>To:</b> December 22, 2021
<b>3. Service Location</b>	The work is expected to be performed off site in accordance to the current COVID-19 directives on workplace occupancy. This may change at the discretion of CBSA and the return-to-workplace strategy plan.		
<b>4. Travel Requirements</b>	[ ] Yes [ X ] No		
<b>5. Other Conditions /Restraints</b>	[ ] Yes [ X ] No Specify:		
<b>6. Basis of Payment</b>	Limitation of Expenditure [ X ] Ceiling Price [ ] Firm Price [ ]		
<b>7. METHOD OF PAYMENT:</b> <div style="display: flex; justify-content: space-around;"> <span>[ ] Single</span> <span>[ X ] Monthly</span> <span>[ ] Milestones</span> </div>			
<b>8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>			
[ X ] Reliability			
<b>9. LANGUAGE OF WORK</b>			
<b>Language of service(s) to be delivered/provided</b>	[ X ] English		
TA Proposal [For completion by Contractor]			
<b>10. Estimated Cost Contract</b>			
Resource Category & Name of Proposed Resource	Firm Per Diem Rate	Estimated level of days of efforts	Total
- Tester Level 3			\$133,170.00
Level 3			\$133,170.00
Tester Level 3			\$133,170.00
<b>Sub-Total Price:</b>			\$399,510.00
<b>Tax (GST or HST):</b>			\$51,936.30

<b>Total Price Including Tax:</b>		<b>\$451,446.30</b>
<b>TA Approval</b>		
<b>11. Signing Authorities</b>		
Name and Title of Individual Authorized to Sign on Behalf of Contractor	Signature & Date	
Name and Title of CBSA Project Authority  Paul van Berkel	Signature & Date <b>VANBERKEL</b> <b>PAUL</b>  Digitally signed by VANBERKEL PAUL Date: 2021.01.21 12:22:33 -05'00'	
Name and Title of Individual Authorized to Sign on Behalf of the CBSA  Meagan Leclair	Signature & Date <b>LECLAIR</b> <b>MEAGAN</b>  Digitally signed by LECLAIR MEAGAN DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LECLAIR MEAGAN + SERIALNUMBER=2017348101939252 Reason: I am the author of this document Location: your signing location here Date: 2021-01-22 09:06:51 Foxit PhantomPDF Version: 10.0.1	
<b>12. Basis of Payment &amp; Invoicing</b>		
Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.  Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.  All invoices must be as per contract terms and conditions.		

## STATEMENT OF WORK

### TITLE

Software Tester, Level 3

### BACKGROUND

Information Science and Technology Branch (ISTB) of Canada Border Services Agency (CBSA) mandate is to enable effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The Production Assurance testing teams are responsible for validating that the Canada Border Services Agency (CBSA) Corporate, Commercial and Traveller Processing systems meet the business, system and usability requirements.

### OBJECTIVE

The CBSA requires up to (4) Software Testers to provide software testing services for various CBSA large scale, complex and integrated Corporate, Common, Travellers and Commercial Processing systems.

### SCOPE

The Contractor will be responsible for analyzing business and system requirements, conducting test planning, writing and executing manual test cases, creating test data, developing, executing and maintaining automated test scripts for various software systems.

The Contractor must have experience in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts and test analysis and reporting. Experience and knowledge of testing procedures, environments and strategies as well as problem reporting, release and change management processes is expected.

The consultant must have experience in testing Web based applications given that the development and testing environments are based on Java Web Technologies, and other Web technologies/frameworks such as HyperText Markup Language (HTML), Extensible HyperText Markup Language (XHTML), Extensible Markup Language (XML) and Java Server Faces (JSF) and/or JSP.

### TASKS

On an as and when requested basis, through the issuance of Task Authorizations (TAs), the proposed resource will provide the following. Each Task Authorization will specify the tasks and completion schedule. Responsibilities include, but are not limited to:

- Develop and execute test strategies, test processes, test procedures, test plan, test scenarios, test cases, test cycles, automated test scripts and test analysis in support of application development and maintenance;
- Conduct testing in accordance with the test and release management plan;
- Create test data in accordance with the test strategy/test plan;
- Provide Status Reports;
- Document and report testing activities using established tools and practices;
- Log defects and track to closure, working with development teams to establish defect validity, cause and retesting as required;
- Handle testing issues in a timely fashion;
- Participate and contribute to team and release meetings, and walkthroughs session;
- Provide testing impacts (estimates) for new release content derived from defects, and /or technical/infrastructure modifications;
- Work with cross-functional teams to ensure quality throughout the software development lifecycle;
- Provide support of testing activities in an integrated system environment;
- Apply knowledge of automated test case tools such as HP Quality Center or UFT;
- Develop, execute and maintain manual/automated test scripts using HP ALM/UFT; and



- Mentor CBSA staff.

## DELIVERABLES

On an as and when requested basis, through the issuance of Task Authorizations (TAs), the proposed resource will provide the deliverables as specified in the deliverables and completion schedule on the TA. Deliverables will include but not limited to:

Deliverables	Schedule
Test strategies, test plans, test cases, test scenarios and test data for client-server, web, web services and COBOL based application changes using MS-Office suite of tools and HP Application Lifecycle Management (ALM). The contractor needs to write a test strategy/test plan for each release. The strategy will include the test cases/scenarios, test data/parameters, automated scripts and level of effort/duration necessary to test the system(s).	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Designing, coding, debugging and executing automated test scripts using HP UFT and/or SoapUI. These scripts must be well documented, in order for other testers to be able to execute the scripts successfully.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Designing, coding, debugging and executing automated test scripts for automated test data generation.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Test analysis and results reports.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Testing Impacts (estimates) for testing of new systems, Changes Requests, Defects and infrastructure/ platform modifications.	As per each Release or Maintenance release schedule, provided by the Technical Authority.
Input to CBSA testing standards and best practices documentation.	As needed.
Presentations and procedural documents for peers and management using the MS-Office suite of tools. The contractor must be able to produce presentations on their testing strategies and testing results. They must also produce procedural documents on the steps needed to run their automated and/or manual scripts.	As needed.
Weekly status report using the MS-Office suite of tools. The contractor must produce a weekly status report detailing their deliverables for the week. In this report the contractor must document all deliverables completed and what needs to be completed in order to finish their tests, including timeframes.	Weekly

All deliverables must be provided in conformance with CBSA's standard desktop operating software which is Microsoft Office Suite (including Word, Excel, Visio and PowerPoint) in English.

All deliverables must be initially provided in draft to the Technical Authority for review. Should there be problems or issues with the deliverables being presented, the Technical Authority will notify the resource of the items that must be modified within five (5) business days of receipt of the draft deliverable. Once all items have been resolved and acceptable to the Technical Authority, a finalized version of the deliverables will be provided to the Technical Authority within five (5) business days from acceptance.

## **REPORTING REQUIREMENTS**

If a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Technical Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Technical Authority. The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## **COMMUNICATION**

It is the responsibility of the Contractor to facilitate and maintain regular communication with the CBSA Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the contract. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the contract, as they arise.

## **METHOD AND SOURCE OF ACCEPTANCE**

All services rendered under the Contract/TA are subject to inspection by the Technical Authority.

All deliverables shall respect the following principles:

Logical structure - flow in a logical format that permits the reader to entirely understand the objectives of the initiative, and that it appropriately describes how recommendations and conclusions were determined;

Business oriented - concerned with the business capabilities and impact, rather than having a technical focus; and

Comprehensive - includes all significant factors to a complete evaluation of the context, constraints, risks and expectations of the work.

## **CONSTRAINTS**

The Contractor is not permitted to disclose CBSA provided information learned through this contract to external sources unless authorized by the designated CBSA Technical Authority.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These hours are not representative of the duration of a Contractor's work day. All proposed personnel must be available to work outside normal office hours during the duration of the Contract. The Technical Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## **LANGUAGE**

The proposed Resource will be required to perform the work in English. Every individual proposed in its bid will be fluent in English. The individual proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

## **TECHNICAL ENVIRONMENT**

The Contractor will provide the Services in conformance with CBSA's standard desktop operating software, currently, Microsoft Office Suite (including Word, Excel, and PowerPoint).

All Deliverables provided by the Contractor will become integrated within CBSA's technical and operational environment as specified by CBSA.

The technical environment at CBSA is comprised of several technologies including but not limited to:

- JAVA on IBM z/OS, SUN Solaris Server, or Microsoft Server
- COBOL on IBM z/OS Mainframe
- IBM WebSphere Application Server on z/OS (version 6 or more)
- IBM WebSphere MQ on z/OS (version 6 or more)
- HTTPS (SSL)
- Web Services
- JavaScript
- XML
- Microsoft PowerPoint, Visio, Word, Excel, Internet Explorer, Windows 2000 and XP
- MS SQL
- HP Quick Test Professional
- HP Quality Center
- HP Performance Center
- HTML
- IBM DB2
- J2EE
- Java

## **CLIENT SUPPORT**

The Contractor will be provided with CBSA user IDs, passwords, workstation or laptop, and other materials as required in order to process, store, and/or transmit CBSA data on CBSA networks during the contract.

The use of the Contractor's IT systems are not permitted.

## **LOCATION OF WORK**

The work is expected to be performed off site in accordance to the current COVID-19 directives on workplace occupancy. This may change at the discretion of CBSA and the return-to-workplace strategy plan.

There is no travel requirement outside the NCR.

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

47419-206529 001 EL

Contractor Name / Nom du Contracteur :

Dalian Enterprises and Coradix Technology Consulting, in Joint Venture

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date Issued  
Date d'émis :

Date Response  
Required  
Date de réponse

2021002122

1000355731

190830000,2001,30700

January 22, 2021

January 29, 2021

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Firm Price or Per Diem Maximum Price / Prix ferme ou prix maximum par jour:

Firm Price

TA Scope of Work Attached? (Yes or No) / Énoncé des travaux de l'AT ci-joint? (Oui ou Non):

Yes

Resource-based or Deliverable-based Services / Services basés sur les ressources ou sur les livrables:

Deliverables based

TA Quotation Attached? (Yes or No) / Proposition de prix de l'AT ci-jointe? (Oui ou Non):

See this form

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

01-Feb-20

Initial End Date / Date de fin initiale :

7-Aug-21

For Resource-Based Services Only / Pour services basés sur des ressources seulement:

Required Resource(s) / Ressource(s) requise(s)

1 of 6

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

Resource Category and Level / Ressource Catégorie et Niveau		Number Required / Nombre requise	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
I.11 Technology Architect	Level 3	4		English	Reliability / Fiabilité	01-Feb-20	7-Aug-21
B.6 Business Systems Analyst	Level 2	3		English	Reliability / Fiabilité	01-Feb-20	7-Aug-21
P.5 Project Executive	Level 3	1		English	Reliability / Fiabilité	01-Feb-20	7-Aug-21

For Deliverable-Based Services Only / Pour services basés seulement sur des livrables:

Required Deliverable(s) / Livrable(s) requise(s)

Deliverable Name / Nom livrable	Deliverable Description / Description livrable	Acceptance Criteria / Critères d'acceptation	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
Weekly Status Reports			01-Feb-20	15-Feb-21
Project Plan			01-Feb-20	15-Feb-21
Application Migration Candidate Applications Assessment and Common Architecture and Design Documentation			01-Feb-20	15-Feb-21
Application #1 Draft Design Documentation			01-Feb-20	15-Feb-21
Application #2 Draft Design Documentation			01-Feb-20	15-Feb-21
Application #3 Draft Design Documentation			01-Feb-20	15-Feb-21
Application #1 Built/Migrated to the AWS Cloud			01-Feb-20	31-Mar-21
Application #2 Built/Migrated to the AWS Cloud			01-Feb-20	31-Mar-21
Application #3 Built/Migrated to the AWS Cloud			01-Feb-20	31-Mar-21
Application #1 Security Artefact Documentation			01-Feb-20	31-Mar-21
Application #2 Security Artefact Documentation			01-Feb-20	31-Mar-21
Application #3 Security Artefact Documentation			01-Feb-20	31-Mar-21



TA# / #AT:

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

Application #1 Final Design Documentation			01-Feb-20	15-Apr-21
Application #2 Final Design Documentation			01-Feb-20	15-Apr-21
Application #3 Final Design Documentation			01-Feb-20	15-Apr-21
Application #4 Draft Design Documentation			01-Feb-20	30-May-21
Application #5 Draft Design Documentation			01-Feb-20	30-May-21
Application #6 Draft Design Documentation			01-Feb-20	30-May-21
Application #4 Built/Migrated to the AWS Cloud			01-Feb-20	15-Jul-21
Application #5 Built/Migrated to the AWS Cloud			01-Feb-20	15-Jul-21
Application #6 Built/Migrated to the AWS Cloud			01-Feb-20	15-Jul-21
Application #4 Security Artefact Documentation			01-Feb-20	15-Jul-21
Application #5 Security Artefact Documentation			01-Feb-20	15-Jul-21
Application #6 Security Artefact Documentation			01-Feb-20	15-Jul-21
Application #4 Final Design Documentation			01-Feb-20	30-Jul-21
Application #5 Final Design Documentation			01-Feb-20	30-Jul-21
Application # 6 Final Design Documentation			01-Feb-20	30-Jul-21
Application Design Documentation for CBSA Migrated Applications			01-Feb-20	7-Aug-21
Travel Requirement(s) / Exigence(s) de voyage:	N/A			
Work Location(s) / Lieu(x) de travail:	NCR			
Additional constraints / Contraintes additionnelles:				
Basis for Payment (Approved Timesheets or Deliverable Acceptance Forms) / Base de payment (feuilles de temps approuvées ou formulaire de livrables acceptés):	Deliverable Acceptance		Maximum TA Price Payable / Translation required:	

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

D. Contractor Details and Estimated Costs / Détails et coûts estimés de l'entrepreneur

1) For Resource-Based Services Only / Pour services basés sur des ressources:

Required Resource(s) / Ressource(s) requise(s)  
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Resource Name / Nom du ressource	Resource Category and Level / Catégorie de ressource et Niveau		Per Diem Rate / Taux journalier	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	PSPC Security File No. / N° du dossier de sécurité SPAC	Total Estimated Cost / Coût total estimatif
	P.5 Project Executive	Level 3					\$ 181,156.80
	I.11 Technology Architect	Level 3					\$ 171,850.80
	I.11 Technology Architect	Level 3					\$ 171,850.80
	I.11 Technology Architect	Level 3					\$ 171,850.80
	I.11 Technology Architect	Level 3					\$ 171,850.80
	B.6 Business Systems Analy	Level 2					\$ 111,344.80
	B.6 Business Systems Analy	Level 2					\$ 111,344.80
	B.6 Business Systems Analy	Level 2					\$ 111,344.80
							\$ 1,202,594.40

2) For Deliverable-Based Services Only / Pour services basés sur livrables seulement

Required Deliverable(s) / Livrable(s) requis

Deliverable Name / Nom du livrable	Expected Start Date	Expected Submission Date / Date prévue de la soumission	Expected Acceptance Date / Date prévue de l'acceptation	Expected Billing Month / Mois de facturation prévu		Estimated Cost / Coût estimatif
Weekly Status Reports		15-Feb-21	16-Feb-21	1-Feb-21		



TA# / #AT:

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

Project Plan		15-Feb-21	16-Feb-21	1-Feb-21	
Application Migration Candidate Applications Assessment and Common Architecture and Design Docu		15-Feb-21	16-Feb-21	1-Feb-21	
Application #1 Draft Design Documentation		15-Feb-21	1-Mar-21	1-Mar-21	
Application #2 Draft Design Documentation		15-Feb-21	1-Mar-21	1-Mar-21	
Application #3 Draft Design Documentation		15-Feb-21	1-Mar-21	1-Mar-21	
Application #1 Built/Migrated to the AWS Cloud		31-Mar-21	1-Apr-21	1-Apr-21	
Application #2 Built/Migrated to the AWS Cloud		31-Mar-21	1-Apr-21	1-Apr-21	
Application #3 Built/Migrated to the AWS Cloud		31-Mar-21	1-Apr-21	1-Apr-21	
Application #1 Security Artefact Documentation		31-Mar-21	1-Apr-21	1-Apr-21	
Application #2 Security Artefact Documentation		31-Mar-21	1-Apr-21	1-Apr-21	
Application #3 Security Artefact Documentation		31-Mar-21	1-Apr-21	1-Apr-21	
Application #1 Final Design Documentation		15-Apr-21	1-May-21	1-May-21	
Application #2 Final Design Documentation		15-Apr-21	1-May-21	1-May-21	
Application #3 Final Design Documentation		15-Apr-21	1-May-21	1-May-21	
Application #4 Draft Design Documentation		30-May-21	1-Jun-21	1-Jun-21	
Application #5 Draft Design Documentation		30-May-21	1-Jun-21	1-Jun-21	
Application #6 Draft Design Documentation		30-May-21	1-Jun-21	1-Jun-21	
Application #4 Built/Migrated to the AWS Cloud		15-Jul-21	1-Aug-21	1-Aug-21	
Application #5 Built/Migrated to the AWS Cloud		15-Jul-21	1-Aug-21	1-Aug-21	
Application #6 Built/Migrated to the AWS Cloud		15-Jul-21	1-Aug-21	1-Aug-21	
Application #4 Security Artefact Documentation		15-Jul-21	1-Aug-21	1-Aug-21	
Application #5 Security Artefact Documentation		15-Jul-21	1-Aug-21	1-Aug-21	
Application #6 Security Artefact Documentation		15-Jul-21	1-Aug-21	1-Aug-21	
Application #4 Final Design Documentation		30-Jul-21	1-Aug-21	1-Aug-21	
Application #5 Final Design Documentation		30-Jul-21	1-Aug-21	1-Aug-21	
Application #6 Final Design Documentation		30-Jul-21	1-Aug-21	1-Aug-21	
Application Design Documentation for CBSA Migrated Applications		7-Aug-21	1-Aug-21	1-Aug-21	

Total Estimated Deliverable Cost / Coût estimatif total des livrables:	\$ 1,202,594.40
Tax (HST)	\$ 156,337.27



APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

	Total Estimated Travel and Living Cost (If Applicable) / Frais déplacement et de subsistance estimatifs (si applicable):	TBC
	Total Estimated Cost for TA Scope of Work (TA-SOW) / Coût total estimatif pour l'énoncé des travaux de la AT (AT-EDT):	\$ 1,358,931.67

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized CBSA Technical Authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

Name of Authorized Technical Authority / Nom du client autorisé

MACDONALD CAMERON

Digitally signed by MACDONALD CAMERON  
Date: 2021.01.22 11:25:39 -05'00'

Signature

Date

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

Name of Contracting Authority / Nom de l'autorité contractante

Bastien, Josee

Digitally signed by Bastien, Josee  
DN: CN = Bastien, Josee C = CA O =  
GC OU = PWGSC-TPSGC  
Date: 2021.01.26 07:52:54 -05'00'

Signature

Date

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

By signing this TA, the authorized Contractor representative certify(ies) that the Contractor will execute the TA Scope of Work as defined by the above TA and in accordance with the conditions of the Contract.

Translation required.

Name of Authorized Contractor Individual / Nom de la personne autorisée à signer au nom de l'entrepreneur

Title of Authorized Contractor Individual / Titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



Public Works and Government  
Services Canada

Travaux publics et Services  
gouvernementaux Canada

## Call-up Against a Standing Offer

### Commande subséquente à une offre à commandes

**To the supplier:** The standing offer identified below is accepted as follows: You are required to supply the goods or services, or both, shown below at the prices or on the pricing basis stated and in accordance with the other conditions stated in the standing offer. Only goods or services, or both, included in the standing offer will be supplied in the call-up against the standing offer.

**Au fournisseur:** L'offre à commandes indiquée ci-dessous est acceptée selon les modalités suivantes : Vous devez fournir les biens ou les services, ou les deux, indiqués ci-dessous selon les prix ou la base de tarification établie, et conformément avec les autres conditions stipulées dans l'offre à commandes. Seuls les biens ou les services, ou les deux, inclus dans l'offre à commandes seront fournis dans la commande subséquente à l'offre à commandes.

**Security:** The call-up includes security provisions.

**Sécurité :** La demande comprend des exigences en matière de sécurité.



NO  
NON



YES  
OUI

If YES, attach a SRCL to the call-up  
Si OUI, joindre une LVERS à la demande

Ship to - Expédier à

Canada Border Services Agency  
President's Office  
191 Laurier Avenue  
Ottawa, ON

47419

K1A 0L8

Supplier - Fournisseur

Info-Tech Research Group  
888 Yonge Street  
Toronto, Ontario  
M4W 2J2

Invoices must be sent in accordance with - Les factures doivent être envoyées selon :

☐ The detailed instructions in the standing offer  
Les instructions détaillées dans l'offre à commandes

☐ The address shown in the "Ship to" block  
L'adresse indiquée dans la case « Expédier à »

☒ Special instructions below  
Les instructions particulières ci-dessous

Each shipment must be accompanied by a packing or delivery slip. All invoices, bills of lading and packing slips must show the following reference numbers.

Chaque expédition doit être accompagnée d'un bordereau d'emballage ou de livraison. Les factures, connaissements et bordereaux d'emballage doivent tous porter les numéros de référence suivants.

Financial Code(s) - Code financier(s)

Cost Center 2940-200-00

Fund: 2001

Functional Area: 30100

Standing Offer No. - N° de l'offre à commandes

Requisition No. - N° de demande

Order. Off. - Bur. dem. YY - AA Serial No. - N° de série

Client Reference No. (optional)

N° de référence du client (facultatif)

E60ZM-180001/001/ZM

1000

35

5467

2021002130

The representative of the Identified User signing the call-up form must indicate his or her physical address. This address will constitute the address most connected with the supply and will determine, where applicable, the place of supply for this procurement.  
Le représentant de l'utilisateur désigné qui signe le formulaire de commande subséquente doit indiquer son adresse municipale, qui constituera l'adresse la plus associée à l'approvisionnement et qui déterminera, le cas échéant, le lieu d'approvisionnement pour cette commande.

Kaveh Afshar-Zanjani, Strategic Policy Branch

Amendment No.  
N° de modification

Previous Value (\$)  
Valeur précédente (\$)

Value of increase or decrease (\$)  
Valeur de l'augmentation ou diminution (\$)  
99,931.55

Total estimated expenditures or revised  
Total des dépenses estimatives ou révisées  
99,931.55

Item No. N° de l'article	NATO Stock No. / Item Description N° de nomenclature de l'OTAN / Description de l'article	U. of I. U. de d.	Quantity Quantité	Unit Price Prix unitaire (\$)	Extended Price Prix calculé (\$)
1	Discovery, Current State Assessment and High-Level Data Flows	Day			
2	Future State: Data Governance Strategy and Implementation Roadmap and Metadata Management Process and Templates	Day			
3	Final Report and Presentation	Day			
	Tax 13%	%	88,435.00	0.13	11,496.55

Special Instructions - Instructions particulières

Total 99,931.55

[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

For further information, call - Pour renseignements supplémentaires, contacter

Name - Nom

Lyne Carreau

Telephone No. - N° de téléphone

(343) 551-6931

Delivery required by - Livraison requise le  
(YYYY-MM-DD) (AAAA-MM-JJ)

2021-03-31

For internal purposes only - Pour usage interne seulement

Pursuant to subsection 32(1) of the *Financial Administration Act*, funds are available.  
En vertu du paragraphe 32(1) de la *Loi sur la gestion des finances publiques*, des fonds sont disponibles.

Approved for the Minister - Approuvé pour le Ministre

DEVLIN ANIK

Digitally signed by DEVLIN ANIK  
DN: cn=Devlin, o=CBSA, ou=Personnel, cn=DEVLIN ANIK  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-01-22 13:58:31  
Foxit Reader PDF Version: 10.0.1

Signature (Mandatory - Obligatoire)

Date (YYYY-MM-DD - AAAA-MM-JJ)

Signature (Mandatory - Obligatoire)

Date (YYYY-MM-DD - AAAA-MM-JJ)

Canada

PWGSC-TPSGC 942 (01/2014)



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-198132/001/EL**

Contractor Name / Nom du Contracteur : **TEKSYSTEMS CANADA CORP.**

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

2021002205

1000356019

CC: 190830000,  
Fund: 2001, Functional  
Area: 30700

2020-11-30

2020-12-02

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Platform Analyst - Level 3		English	Reliability / Fiabilité
Platform Analyst - Level 3		English	Reliability / Fiabilité
Business Architect - Level 3		English	Reliability / Fiabilité
Technology Architect - Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**01-Feb-2021**

Initial End Date / Date de fin initiale :

**31-Jan-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage: n/a

Work Location(s) / Lieu(x) de travail : NCR - Work remotely off site

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.7 Platform Analyst					\$282,000.00
I.7 Platform Analyst					\$282,000.00
B.2 Business Architect					\$282,000.00
I.11 Technology Architect					\$336,000.00
Estimated Cost / Coût estimatif					<b>\$1,182,000.00</b>
Applicable Taxes					<b>\$153,660.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$1,335,660.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Antonio Utano</p>		<p>Silvana Mansour</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p>	
<p>MACDONALD CAMERON</p> <p>Digitally signed by MACDONALD CAMERON Date: 2021.01.28 12:23:27 -05'00'</p>		<p>Mansour, Silvana</p> <p>Digitally signed by Mansour, Silvana Date: 2021.01.28 14:46:09 -05'00'</p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Signature</p>		<p>2020-12-02</p>	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	
<p>Date</p>		<p>Signature</p>	



## Statement of Work

<b>Contract Number</b> <b>47419-198132/001/EL</b>	<b>Task Authorization Number</b> <b>2021002205</b>												
<b>Category / Level</b> <table border="1"><thead><tr><th>NUMBER OF RESOURCES</th><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>2</td><td>I.7 Platform Analyst</td><td>Level 3</td></tr><tr><td>1</td><td>B.2 Business Architect</td><td>Level 3</td></tr><tr><td>1</td><td>I.11 Technology Architect</td><td>Level 3</td></tr></tbody></table>		NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE	2	I.7 Platform Analyst	Level 3	1	B.2 Business Architect	Level 3	1	I.11 Technology Architect	Level 3
NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE											
2	I.7 Platform Analyst	Level 3											
1	B.2 Business Architect	Level 3											
1	I.11 Technology Architect	Level 3											
<b>Objectives</b> <i>(High-level description of expected outcome)</i> <p>As part of the Canada Border Services Agency (CBSA) - Application Modernization project, the resources listed above are required to provide advice, engage stakeholders (Business, IT applications and Cloud Vendors), and coordinate activities to facilitate the implementation of cloud technologies on both the Amazon Web Services (AWS) and Microsoft Azure Protected B compliant Cloud environments.</p>													
<b>Scope of Work</b> <i>(An overview of the work that needs to be done)</i> <p>The resources listed will provide IT Professional Services on the CBSA Cloud environments (AWS and Azure), as part of the Application Modernization project.</p> <p>The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the following resource category:</p> <table border="1"><thead><tr><th>NUMBER OF RESOURCES</th><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>2</td><td>I.7 Platform Analyst</td><td>Level 3</td></tr><tr><td>1</td><td>B.2 Business Architect</td><td>Level 3</td></tr><tr><td>1</td><td>I.11 Technology Architect</td><td>Level 3</td></tr></tbody></table>		NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE	2	I.7 Platform Analyst	Level 3	1	B.2 Business Architect	Level 3	1	I.11 Technology Architect	Level 3
NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE											
2	I.7 Platform Analyst	Level 3											
1	B.2 Business Architect	Level 3											
1	I.11 Technology Architect	Level 3											
<b>Tasks</b> <p>Tasks will include, but not be limited to the following:</p> <ul style="list-style-type: none"><li>Create the conceptual, logical and physical designs for applications and their interoperability when hosted in a public cloud environment;</li></ul> <p><b>I.7. Platform Analyst</b></p> <ul style="list-style-type: none"><li>Identify cloud adoption approaches;</li></ul>													



- Develop and document detailed assessments and configurations for identity management platforms that function compatibly both with the cloud service provider platform and CBSA's on-premises technologies, including mainframe and active directory;
- Analyze functional requirements to identify procedures and decision flows when it comes to identity management and federation in the cloud;
- Prepare and analyze the detailed application system requirements including identification and sizing of resources, virtualization, technical dependencies, interfaces, loads, peak and normal performance metrics, software, storage, redundancy etc.;
- Implement the latest security and identity management standards supporting a secure cloud implementation;
- Conduct design and application development work as required;
- Deploy biometric security models and multi-factor authentication and secure enclave processing;
- Develop security and identity management systems and methods for:
  - generating passwords using key inputs and contextual inputs;
  - authenticating a security device;
  - establishing trusted communication using a security device
- Define input/output sources, including detailed plan for technical design phase, and obtain approval for system proposals;
- Design cloud data structures and files, sub-systems and modules, programs, workloads, server-less apps, batch, on line, and production monitoring procedures;
- Develop testing strategies, scripts and testing reports;
- Document cloud system design, concepts and facilities, present and obtain approval of detailed system designs;
- Produce operational cloud identity management applications and documentation including all forms, manuals, programs, data files and procedures;
- Develop and prepare development environments including CI/CD pipelines;
- Perform solution integration activities supporting multi-cloud and hybrid solutions;
- Prepare and test implementation plans for cloud technologies, workloads and services;
- Install, monitor and stabilize particular facets of cloud platforms technology;
- Configure and optimize technical cloud platforms installations;
- Work with the System Administrator to develop and test automated rebuild procedures; and,
- Identify typical ongoing operational support requirements following migration – day-to-day operations processes, integration and migration of additional workloads, data, maintenance, security procedures, compliance monitoring, inventory auditing, change management, account auditing and review, automated resource discovery, and system hardening etc.;
- Develop scripts and templates to reflect current network configuration and topology to allow for the automated redeployment and repair of network infrastructure; and,
- Prepare Firewall change requests to support applications and projects on-boarding to the CBSA Cloud environment.

## **B.2 Business Architect**

- Support the development of policies and rules, in accordance to CBSA's mandate and functional responsibilities;
- Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the CBSA's mandate;
- Support the transformation initiatives;
- Review and assess current state, analyzing the different uses of resources;
- Support the planning and coordination of IM/IT project management activities for cloud adoption including all aspects of planning/coordination/guidance and process;



- Provide IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Provide operational support for CBSA cloud environments;
- Support the formulation and management of the IM/IT project plans, reviewing project progress against milestones; and, engaging ongoing risk management;
- Support the development and maintenances of systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support the Technical Authority with IM/IT cloud initiatives and various IM/IT initiatives;
- Support the Technical Authority with the cloud change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Coach and mentor teams' members and users on best practices and provide knowledge transfer;
- Conduct stakeholder meetings; and
- Prepare input to presentations and executive briefings.

### **I.11 Technology Architect**

- Conduct inventory of current CBSA environment, including workloads, services, data, network and infrastructure deployed;
- Conduct cloud assessments and analysis of workloads and services to determine which workloads are good candidates for migration;
- Map source environment resources/services to target cloud resource/service;
- Define and design appropriate to-be application, platforms, and hosting architectures in public clouds with connectivity to on-premises data centres;
- Conduct sizing activities;
- Design cloud architecture that meets key non-functional requirements (security, compliance, performance, resiliency, and availability);
- Support the migration of workloads and capabilities (e.g. Disaster recovery, archiving and backup) to cloud;
- Leverage cloud specific services (e.g. Web Application PaaS, Resource Manager, etc.) to implement desired cloud operating models and enable DevOps capabilities;
- Develop and document the proposed short and medium term cloud strategy for the selective migration to cloud services or alternative IT service delivery platforms;
- Ensure the integration of all aspects of cloud technology solutions;
- Provide support to applications and technical support teams in the proper application of existing infrastructure;
- Identify key issues that can be addressed and benefits that could be achieved with a selective migration to cloud services or alternative IT service delivery platforms;
- Design, document, and automate security and vulnerability incident response procedures;
- Design, document, and automate vulnerability assessment procedures; and
- Design, document, and automate OS and application patching and update procedures.



<b>Deliverables</b> <i>(List of expected deliverables to be produced or provided)</i>	<b>Due Date</b> <b>TBD by Technical</b> <b>Authority as needed</b>
The Contractor will provide the following Deliverables:	
<b>I.7 Platform Analyst</b>	
<b>CBSA cloud environments – Operational support procedures:</b> document the procedures used to monitor and notify CBSA Stakeholders (Application support area, management, other IT support areas).	February 2021
<b>Cloud application security requirements document:</b> document application support issues and guidelines.	March 2021
<b>Operational development workflow design – Cloud Operational Process:</b> Document best practices for troubleshooting application(s) and infrastructure issues in CBSA cloud environments, incident responses including those related to security.	April 2021
<b>Operations infrastructure workflow documentation:</b> Provide strategies, designs, test suites, automation scripts and Infrastructure support.	May 2021
<b>Streamline core operation report:</b> reports include (but are not limited to) audits, monitoring, billing, logging, configuration baselining, patching, incident management, and disaster recovery.	July 2021
<b>Process-flow diagrams – Cloud Applications Operations:</b> document the multi-cloud application deployment and hosting.	August 2021
<b>High-level design – Cloud Applications Operations:</b> documenting the multi-cloud application deployment and hosting.	November 2021
<b>DevOps automation pipelines in cloud-native environments:</b> Document describing the cloud support and support scripts and implementation templates and scripts.	January 2022
<b>B.2 Business Architect</b>	
<b>Business Control Data - Operations Strategy and Roadmap:</b> document describing the transition to the cloud roll out.	February 2021
<b>Business Control Data - Capability to service mapping:</b> document of the mapping between the capabilities and the services enabling those capabilities.	March 2021
<b>Travel Document Verification Service - Operations Strategy and Roadmap:</b> document description of the transition to the cloud roll out.	April 2021
<b>Travel Document Verification Service - Capability to service mapping:</b> document of the mapping between the capabilities and the services enabling those capabilities.	May 2021
<b>Data Acquisition System - Operations Strategy and Roadmap:</b> document description of the transition to the cloud roll out.	June 2021
<b>Data Acquisition System - Capability to service mapping:</b> document of the mapping between the capabilities and the services enabling those capabilities.	July 2021





<b>Requirements backlog to capabilities mapping:</b> document of the mapping for the following cloud applications: Business Control Data; Travel Document Verification Service; and, Data Acquisition System.	August 2021
<b>Target Operating Model (TOM) :</b> document of the current and the desired/target state of the cloud's operating model, with respect Business Control Data, Travel Document Verification Service and Data Acquisition System.	November 2021
<b>Capabilities to Target Operating Model (TOM) component mapping :</b> document of the cloud's mapping of the Business Control Data, Travel Document Verification Service and Data Acquisition System, with respect to the following elements: capacity; processes; people; infrastructure; governance; and, cost.	January 2022
<b>I.11 Technology Architect</b>	
<b>Prototype data models:</b> document describing the configuration for Trend Micro Deep Security, deploy test servers and migrate existing users and data to production instances of the application. Including the Buildbooks and Runbooks to capture the steps required to reproduce the deployment and operate the application.	February 2021
<b>Deployment models for candidate cloud application reports:</b> document Right Touch Air and Bond Room Ledger.	March 2021
<b>High-level structure for Cloud Application Deployments workflow:</b> document workflow processes using IaC (Infrastructure as Code) principles and capture the CloudFormation and other code and configuration in the CodeCommit version control system.	May 2021
<b>Roles and permissions models:</b> document how users are to be managed, including the user access to the AWS and Azure cloud platforms.	August 2021
<b>Preliminary Options Analysis (POA) – Cloud Application migration:</b> document the options analysis of candidate cloud applications that function in a multi-cloud environment.	January 2022
<b>The Deliverables as well as the Project monthly progress reports and any other reports agreed upon are to be confirmed with the Technical Authority prior to invoice submissions.</b>  Invoices for maximum price work must be submitted in accordance with the terms and conditions outlined in the contract.	



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021002221	<b>1000356722</b>	CC: 190810000 Fund: 2001, Functional Area: 30700	2021-01-28	2021-02-04

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Executive - L3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**01-Apr-2021**

Initial End Date / Date de fin initiale :

**07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

Travel outside the NCR required as and when requested

Work Location(s) / Lieu(x) de travail :

National Capital Region

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Executivte - L3					\$78,840.00
Estimated Cost / Coût estimatif					<b>\$78,840.00</b>
				HST	<b>\$10,249.20</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					
Total Estimated Cost / Coût total estimatif					<b>\$89,089.20</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Name of Technical Authority / Nom de l'autorité technique \_\_\_\_\_ Date \_\_\_\_\_

MACDONALD  
CAMERON

Digitally signed by MACDONALD  
CAMERON  
Date: 2021.01.28 13:38:23 -05'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature

[If applicable, insert the following] Name of the representative from SPD \_\_\_\_\_ Date \_\_\_\_\_

[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de DAS \_\_\_\_\_

LECLAIR  
MEAGAN

Digitally signed by LECLAIR MEAGAN  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=LECLAIR MEAGAN +  
SERIALNUMBER=2017348101939252  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-01-28 14:28:17  
Foxit PhantomPDF Version: 10.0.1

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021002221	1000356722	CC: 190810000 Fund: 2001, Functional Area: 30700	7/8/2021	7/9/2021

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **001**

The work as identified in the original SOW is still ongoing. In order to complete the work, this amendment 001 is issued for the following changes:

1. Extend the TA end date from August 7, 2021 to March 31, 2022.
  2. Increase the TA value from \$78,840.00 to \$179,580.00, an increase by \$100,740.
  3. Increase Estimated Days from
- SOW remains unchanged. All other terms and conditions remains unchanged.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Executive - L3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **01-Apr-2021**

Initial End Date / Date de fin initiale : **07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**31-Mar-2022**

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

Travel outside the NCR required as and when requested

Work Location(s) / Lieu(x) de travail :

National Capital Region

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Executive - L3					\$179,580.00
Estimated Cost / Coût estimatif					<b>\$179,580.00</b>
				HST	<b>\$23,345.40</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					
Total Estimated Cost / Coût total estimatif					<b>\$202,925.40</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Name of Technical Authority / Nom de l'autorité technique \_\_\_\_\_ Date \_\_\_\_\_

**YOUNG MEGAN**

Digitally signed by YOUNG MEGAN  
Date: 2021.07.28 17:49:46 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature

Name of the representative from CBSA Procurement \_\_\_\_\_ Date \_\_\_\_\_

[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

**LECLAIR  
MEAGAN**

Digitally signed by LECLAIR MEAGAN  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=LECLAIR MEAGAN +  
SERIALNUMBER=2017348101939252  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-07-29 13:58:32  
Foxit PhantomPDF Version: 10.0.1

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47419-226879-001

Contractor Name / Nom du Contracteur : TPG

Task Authorization (TA) No. / N°  
de l'autorisation de tâches (AT) :

2021002236

Commitment No. / N° de  
l'engagement :

1000355810

Financial Coding / Code  
financier :

181382000, 2001, 10400

Date of Issuance / Date  
d'émission :

January 28, 2021

Response required by /  
Réponse requise par :

February 1, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Business Analyst	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

#### STATEMENT OF WORK

##### 1.0 TITLE

B.1 – Business Analyst, Level 3

##### 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### 3.0 BACKGROUND

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time and on budget. CBSA is seeking IM/IT professional services on an as and when required basis to ensure that the project product or service meets the business needs and objectives.

### 4.0 SCOPE OF THE WORK

The contractor must provide business analysis services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Develop and document Business Requirements Documents, Business Use Cases, Business Requirements Traceability Matrices and other related requirement documentation;
- b) Perform business analysis of existing and proposed business processes to determine and document functional requirements, non-functional requirements, business information objects, decisions flows, etc.;
- Lead business requirements gathering sessions with stakeholders;
- Establish acceptance test criteria and support user testing;
- Support and use of the CBSA's business analysis methodologies and products;
- Participate in change impact analysis and change management activities;
- Perform impact analysis of project changes;
- Collaborate with business and technical architecture resources on related projects;
- Coach, mentor and train the organization to perform any of the above; and,
- Support and use the selected departmental methodologies (e.g. SLMF).

Other common tasks may include, but will not be limited to the following:

- Work with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for Traveller's Program projects;
- Provide IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support the Project Authority to oversee the change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Coach, and mentor teams' members and users on best practices and provide knowledge transfer.
- Conduct stakeholder meetings; and
- Work with project teams and other stakeholders, manage the IM/IT requirements on projects.

### 6.0 DELIVERABLES

Deliverables may include, but will not be limited to the following:



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

- Business Requirements Documents
- Business Requirements Traceability Matrix
- Business Use Cases;
- User Stories;
- Test Plans, Strategies and Cases;
- Requirements Analysis documents;
- Requirements Management Plans;
- Presentations for project stakeholders and senior management;
- Business Process Diagrams;
- Other requirements Documentation according to CBSA's set of best practices, standards and methodologies;

Other common deliverables may include, but will not be limited to the following:

- Written and verbal advice;
- Knowledge transfer;
- Issues papers/Briefing Notes;
- Presentation decks and materials;
- Meeting facilitation and reports (e.g. monthly progress reports);
- Guides, manuals, reports to be disseminated to various stakeholders as required;
- Meeting agendas, schedules and minutes;
- Activity reports;
- Conversation notes, design documentation, change management documentation, site inspection reports and other work requested under the Task Authorization.

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Deliverables must adhere to CBSA's requirements frameworks, processes and templates as applicable. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may





# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

be required to visit facilities site locations and construction sites outside the NCR.

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

March 1, 2021

Initial End Date / Date de fin initiale :

March 31, 2023

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

N/A

Work Location(s) / Lieu(x) de travail :

Within the National Capital Region

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Business Analyst	3			
					<div>+ -</div>

### B. Estimated Cost / Coût estimatif

Category / Catégorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>-</div></div>	Business Analyst	3			\$300,000.00
Estimated Cost / Coût estimatif					\$300,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquées		14.975	Applicable Taxes / Taxes applicables		\$44,925.00
Total Estimated Cost / Coût total estimatif					\$344,925.00

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé  
NEWBURY RUSSELL  
Digitally signed by NEWBURY RUSSELL  
Date: 2021.02.25 13:13:38 -05'00'  
Signature

Name of Contracting Authority / Nom de l'autorité contractante  
Cornelisse, Alexandre  
Digitally signed by Cornelisse, Alexandre  
DN: CN = Cornelisse, Alexandre C = CA O = GC OU = PWGSC-TPSGC  
Date: 2021.02.25 15:53:17 -05'00'  
Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Feb 24, 2021  
Date



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47060-152116/001/EL

Contractor Name / Nom du Contracteur : IBM Canada Limited

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2021002315	1000356823	195020070, C-00053-24	Feb 4, 2021	Feb 8, 2021

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Application/Software Architect - IBM Integration Bus (IIB) - Enterprise Service Bus (ESB)	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale : Feb 8, 2021

Initial End Date / Date de fin initiale : Mar 31, 2021

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage : N/A

Work Location(s) / Lieu(x) de travail : Work will be performed remotely and on a per needed basis in the NCR at 333 North River Rd

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Application/Software Architect - IBM Integration Bus (IIB) - Enterprise Service Bus (ESB)	3				<div>+</div> <div>-</div>

### B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div><div>+</div><div>-</div></div>Application/Software Architect - IBM Integration Bus (IIB) - Enterprise Service Bus (ESB)</div>	3			\$62,076.38
Estimated Cost / Coût estimatif				\$62,076.38
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	13.000	Applicable Taxes / Taxes applicables		\$8,069.93
Total Estimated Cost / Coût total estimatif				\$70,146.30

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00 . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00 . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

**PETIT SEBASTIEN** Digitally signed by PETIT SEBASTIEN  
 Date: 2021.02.05 13:44:31 -05'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature

Date

## CONTENT OF A STATEMENT OF WORK (SOW)

<b>TITLE</b>	<p>Application/Software Architect Level 3</p> <p>Specialty in IBM Integration Bus (IIB) – Enterprise Service Bus (ESB)</p>
<b>OBJECTIVE</b>	<p>Provide CBSA with the technical expertise to design, develop, deploy and maintain both the Service Oriented Services' platform including the integration with an Enterprise Service Bus</p>
<b>BACKGROUND</b>	<p>The Canada Border Services Agency (CBSA) is undertaking an ambitious transformation agenda in support of various initiatives and Border modernization efforts. The Information, Science and Technology Branch (ISTB) support these efforts with oversight and alignment of major capital projects and the associated information technology solutions.</p> <p>In order to advance that agenda, ISTB has developed an enterprise vision to guide the planning, development, and implementation of enterprise IT assets to improve the management of its portfolio of systems, projects and services including the alignment of business solutions in portfolios for Travelers, Commercial, Common and Corporate projects.</p> <p>The Enterprise Collaboration and Digital Services Directorate (ECDS) contributes to that transformation and is responsible to plan, facilitate, and architect the on-going transition to the SOA Platform Services (SOAPS), an Enterprise Building Block, in collaboration with its Service Delivery Agents (SDA). SOAPS will be leveraged by initiatives like Enterprise Resolution and Assessment Services (ERASS), Fuzzy Search Onboarding, Integration with IBQ, Dynamic Risking (DR), the Passengers Passage Protection (PPP) project, the App/Mod initiative which consists of the migration of business applications to the Cloud, and the Commercial Assessment Revenue Management (CARM).</p> <p>Some of the key aspects of the ECDS work consists in providing and guiding the solution architecture leading to better technology decisions. That includes proper integration of SOAPS technical components with current infrastructure and systems while keeping the security, reliability, and scalability dimensions at the heart of our proposed solutions. Among other things, ECSD proposes solutions that leverage the existing Enterprise Service Bus (ESB), Business Rules Management System, and the orchestration of existing and future web services.</p>
<b>SCOPE</b>	<p>Level of Effort to deliver the required deliverables is assumed to be 32 days over a period of 2 months.</p>
<b>TASKS</b>	<p>The Contractor must provide the professional services to perform the following tasks and deliver the following project deliverables, first in draft format, to be followed by a final product incorporating the project manager (or their delegate's).</p>

	<p>It is the Contractor's responsibility to identify the resources and the respective level of effort required to perform the following tasks and complete the following deliverables.</p> <p>The Contractor may be required to perform, but not limited to, the following:          Provide CBSA with technical expertise and guidance on the following topics:</p> <ul style="list-style-type: none"> <li>– Architecture that includes integration Enterprise Service Bus with other IBM SOA suite components (BPM, ODM Standard and Advanced) as well as with current and future CBSA information systems;</li> <li>– Infrastructure and application architecture supporting high availability and disaster recovery;</li> <li>– ESB security frameworks and integration with CBSA security policy and identity stores; and</li> <li>– Architecture best practices and guidelines;</li> </ul>
<b>CONSTRAINTS</b>	None
<b>CLIENT SUPPORT</b>	The contractor will be provided with a CBSA user ID, password, workstation and e-mail address and other materials (supporting documentation) as required. CBSA will prove each resource with a building access pass, network account when working in CBSA premises.
<b>DELIVERABLES &amp; ASSOCIATED SCHEDULE</b>	<p>The following suggested delivery schedule should be considered by the Contractor in the development of their project plan (including the assignment of the resources and their respective level of effort). CBSA is willing to accept revisions to this schedule if justified by the Contractor.</p> <p>The Contractor may be required to deliver, but not limited to, the following:</p> <p>Review, comment and, if necessary, update the following documents using CBSA approved templates and notation:</p> <ul style="list-style-type: none"> <li>• Review of the following Architecture and Design Specification documents - CARM R2 R1160 integration with A2A in February 2021.</li> <li>• Review the FSS Onboarding strategy including the ones related to the CARM R2 R1160 integration with A2A in February 2021.</li> <li>• Update Project plans for current and projected projects involving SOA implementation including applications scheduled for ERASS - From February 2021 to end of March 2021.</li> <li>• Contribute to the API Management Framework and propose options to leverage APIs within the ERASS service within the context of the API Management Centre of Excellence (COE) –</li> </ul>

	<p>From February 2021 to end of March 2021.</p> <ul style="list-style-type: none"> <li>• Update the SOAPS security framework documents – From February 2021 to end of March 2021.</li> <li>• Develop best practices, guidelines, standards and procedure documentation for items listed in the task list using CBSA approved templates - From February 2021 to end of March 2021.</li> </ul>
<b>WORK LOCATION</b>	Work will be performed remotely and on a per needed basis in the National Capital Region at 333 North River Road, Ottawa.
<b>TRAVEL REQUIREMENTS</b>	Travel Not Required.
<b>LANGUAGE REQUIREMENTS</b>	Linguistic Profile: English



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47060-152116/001/EL

Contractor Name / Nom du Contracteur : IBM Canada Limited

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2021002315	1000356823	195020070, C-00053-24	Feb 4, 2021	Feb 8, 2021

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : 1

Reason for the Amendment / Raison pour la modification :

This amendment is raised to add to the level of effort

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Application/Software Architect - IBM Integration Bus (IIB) - Enterprise Service Bus (ESB)	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale : Feb 8, 2021

Initial End Date / Date de fin initiale : Mar 31, 2021

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage : N/A

Work Location(s) / Lieu(x) de travail : Work will be performed remotely and on a per needed basis in the NCR at 333 North River Rd

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Application/Software Architect - IBM Integration Bus (IIB) - Enterprise Service Bus (ESB)	3				+ -

### B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
+ Application/Software Architect - IBM - Integration Bus (IIB) - Enterprise Service Bus (ESB)	3			\$78,276.38
Estimated Cost / Coût estimatif				\$78,276.38
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	13.000	Applicable Taxes / Taxes applicables		\$10,175.93
Total Estimated Cost / Coût total estimatif				\$88,452.30

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00 . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00 . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_  
**SMITH KERRY** Digitally signed by SMITH KERRY  
 Date: 2021.03.24 07:53:56 -04'00'  
 Signature \_\_\_\_\_

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_  
**CLOUTIER YVES** Digitally signed by CLOUTIER YVES  
 DN: C=ca, O=gc, OU=ca-sdc, OU=PERSONNEL, CN=CLOUTIER YVES +  
 SERIALNUMBER=20161316839225  
 Reason: I am the author of this document  
 Location: your signing location here  
 Date: 2021.03.24 07:53:56 -04'00'  
 Signature \_\_\_\_\_

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :		<b>47419-198132/001/EL</b>		
Contractor Name / Nom du Contracteur :		<b>TEKSYSTEMS CANADA</b>		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002344	1000356453	190830000/2001/30700/ 74907	15-Jan-21	19-Jan-21

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
I.1 Data Conversion Specialist (Cloud Data Migrations) - Level 3		English	Reliability / Fiabilité
I.1 Data Conversion Specialist (Cloud Data Migrations) - Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **22-Feb-2021** Initial End Date / Date de fin initiale : **21-Feb-2022**  
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : n/a

Work Location(s) / Lieu(x) de travail : NCR – work remotely off site

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.1 Data Conversion Specialist (Cloud Data Migrations) - Level 3					\$270,000.00
I.1 Data Conversion Specialist (Cloud Data Migrations) - Level 3					\$270,000.00
Estimated Cost / Coût estimatif					<b>\$540,000.00</b>
Applicable Taxes HST @ 13%					<b>\$70,200.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$610,200.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

Antonio Utano

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Name of Technical Authority / Nom de l'autorité technique Date

**MACDONALD  
CAMERON**

Digitally signed by  
MACDONALD CAMERON  
Date: 2021.02.05 13:52:24  
-05'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante Date

**Mansour, Silvana**

Digitally signed by Mansour, Silvana  
Date: 2021.02.05 16:04:25 -05'00'

Signature

Name of the representative from Canada Border Services Agency Date

Nom du représentant de l'Agence des services frontaliers du Canada

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		2021-01-19
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date



## Statement of Work

<b>Contract Number</b> 47419-198132/001/EL	<b>Task Authorization Number</b> 2021002344				
<b>Category / Level</b>					
<table border="1"><thead><tr><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>I.1 Data Conversion Specialist (Cloud Data Migrations) – Level 3</td><td>Level 3</td></tr></tbody></table>	RESOURCE CATEGORY	LEVEL OF EXPERTISE	I.1 Data Conversion Specialist (Cloud Data Migrations) – Level 3	Level 3	
RESOURCE CATEGORY	LEVEL OF EXPERTISE				
I.1 Data Conversion Specialist (Cloud Data Migrations) – Level 3	Level 3				
<b>Objectives</b> ( <i>High-level description of expected outcome</i> ) <p>As part of the Canada Border Services Agency (CBSA) - Application Modernization project, the above listed resources are required to provide advice, engage stakeholders (Business, IT applications and Cloud Vendors) and coordinate activities to facilitate the implementation of Data Analytics Platform, Data Engineering, Data Pipeline Development and Machine Learning Model/Algorithm Operationalization on the new cloud platforms with cloud computing technologies.</p>					
<b>Scope of Work</b> ( <i>An overview of the work that needs to be done</i> ) <p>The two Data Conversion Specialist (Cloud Data Migrations) will provide IT Professional Services on the CBSA Cloud environments (AWS and Azure), as part of the Application Modernization project.</p> <p>The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the resource categories mentioned above.</p>					
<b>Tasks</b> <p>Tasks will include, but not be limited to the following:</p> <p><b>I.1 Data Conversion Specialist (Cloud Data Migrations)</b></p> <ul style="list-style-type: none"><li>• Research, analyze, recommend and select technical approaches to address challenging application data issues for applications in the public cloud environment;</li><li>• Provide guidance on how to limit the cost to the organization of cloud operations (scalability, filtering data before transmit etc.);</li><li>• Collaborate on the development of implementation plans for appropriate solutions to the transformation and migration of or access to legacy data in the public cloud environment;</li><li>• Collaborate on the development of deployment strategies for cloud application architectures that include storage solutions and load balancing to ensure scalable performance;</li><li>• Develop innovative solutions to complex business and technology problems;</li><li>• Plan, develop and execute data migration strategies;</li><li>• Help design and implement cloud architectures and configurations;</li><li>• Collaborate with other architects to design and build solutions to migrate existing applications and their databases from an in-premise Data Center to a secure cloud environment</li><li>• Analyze current Mainframe and UNIX/LINUX databases and their environments (DB2 and Sybase), evaluate and plan migrations to a cloud-based database platform and/or design hybrid distributed database solutions for reliability and cost containment;</li><li>• Work with large scale databases (250+ GB);</li><li>• Work with data migration tools and develop and enhance PL/SQL scripts to migrate from source database to target database;</li><li>• Identify workarounds for specific issues, discrepancies and other scenarios observed during migration;</li><li>• Automate solutions for repeatable operational activities and procedures;</li><li>• Develop test plan and test cases to demonstrate database readiness and synchronization post migration;</li><li>• Work closely with application teams to ensure business functionality and SLAs are met;</li></ul>					



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract: 47419-198132/001/EL

<ul style="list-style-type: none"> <li>• Report of all projects / tasks to be documented in JIRA or other format through Project Plan and Tracking Report (as requested);</li> <li>• Track defects, change requests and outstanding items through a tracking status reports;</li> <li>• Consult for optimal design of database environments, analyze complex distributed production deployments, and make recommendations to optimize performance and manage costs;</li> <li>• Develop and conduct quality and integrity tests to validate all aspects of the data pre and post migration;</li> <li>• Conduct technical sessions for internal teams</li> <li>• Review the most recent GC, Treasury Board Secretariat (TBS) and SSC cloud services guidelines relating to network security, and other related documents available at that time;</li> <li>• Monitor industry trends to ensure that the departmental cloud implementation fit with government and industry directions for cloud technology;</li> <li>• Support the planning and coordination of IM/IT project management activities for cloud adoption including all aspects of planning/coordination/guidance and process;</li> <li>• Support the creation of various IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;</li> <li>• Formulate and manage the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;</li> <li>• Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;</li> <li>• Support the Technical Authority to oversee IM/IT cloud initiatives and various IM/IT initiatives;</li> <li>• Support the Technical Authority to oversee the cloud change management process for IM/IT requirements;</li> <li>• Provide monthly project progress reports;</li> <li>• Coach and mentor teams' members and users on best practices and provide knowledge transfer;</li> <li>• Conduct stakeholder meetings;</li> <li>• Presentation decks of infrastructure components, impacts, strategies or statuses of the work items; and,</li> <li>• Prepare input to presentations and executive briefings.</li> </ul>	
<b>Deliverables</b> ( <i>List of expected deliverables to be produced or provided</i> ) The Contractor will provide the following Deliverables:	<b>Due Date</b> <b>TBD by</b> <b>Technical</b> <b>Authority as</b> <b>needed</b>
<b>I.1 Data Conversion Specialist (Cloud Data Migrations)</b>	
<b>Status reports</b> – weekly activity updates	Weekly
<b>AWS - High Level Design (HLD) and Detail Design Document (DDD):</b> functionality using AWS and interact with AWS services.	March 2021
<b>Candidate Cloud Data Pipeline infrastructure -High Level Design (HLD) and Detail Design Document (DDD):</b> including Chain of Trust.	April 2021
<b>Candidate Cloud Data Pipeline infrastructure - Test Plans:</b> documentation of all future testing efforts with regards to CCA.	May 2021
<b>Candidate Cloud Data Pipeline infrastructure - Data flow diagrams</b>	June 2021
<b>Strategy and roadmap for the departments migration to the recommended cloud services environments</b>	July 2021



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Contract: 47419-198132/001/EL

<b>Protected B compliant data lake/data warehouse design and automated scripts</b>	August 2021
<b>Deployment and configuration of infrastructure components documentation :</b> facilitating production workload hosting in the Public Cloud accounts managed by the CBSA	September 2021
<b>Integrate with On-Premises Data Sources - Preliminary Option Analysis (POA):</b> document feasible designs of the Integrate with On-Premises Data Sources.	October 2021
<b>Reporting Requirements</b>  The Contractor will provide the weekly reports as identified above to the Technical Authority.  Invoices for maximum price work must be submitted in accordance with the terms and conditions outlined in the contract.	<b>The Deliverables as well as the Project weekly progress reports and any other reports agreed upon are to be confirmed with the Technical Authority prior to invoice submissions.</b>



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-198132/001/EL		
Contractor Name / Nom du Contracteur :		TEKSYSTEMS CANADA		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002434	1000356384	190830000/2001/30700/ 74907	13-Jan-21	15-Jan-21

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
A.7 Programmer/Analyst - Level 3		English	Reliability / Fiabilité
A.7 Programmer/Analyst - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
22-Feb-2021	21-Feb-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : n/a	
Work Location(s) / Lieu(x) de travail :	NCR – work remotely off site

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
A.7 Programmer/Analyst - Level 3					\$241,200.00
A.7 Programmer/Analyst - Level 3					\$241,200.00
Estimated Cost / Coût estimatif					<b>\$482,400.00</b>
Applicable Taxes HST @ 13%					<b>\$62,712.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$545,112.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Antonio Utano</p>		<p>Mansour, Silvana</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p>	
<p>UTANO ANTONIO</p> <p>Digitally signed by UTANO ANTONIO Date: 2021.02.18 11:32:43 -05'00'</p>		<p>Digitally signed by Mansour, Silvana Date: 2021.02.18 12:00:23 -05'00'</p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>		<p>Date</p>	
<p>2021-01-15</p>					





## Statement of Work

<b>Contract Number</b> <b>47419-198132/001/EL</b>	<b>Task Authorization Number</b> <b>2021002434</b>				
<b>Category / Level</b> <table border="1"><thead><tr><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>A.7 Programmer/Analyst</td><td>Level 3</td></tr></tbody></table>		RESOURCE CATEGORY	LEVEL OF EXPERTISE	A.7 Programmer/Analyst	Level 3
RESOURCE CATEGORY	LEVEL OF EXPERTISE				
A.7 Programmer/Analyst	Level 3				
<b>Objectives</b> <i>(High-level description of expected outcome)</i> <p>As part of the Canada Border Services Agency (CBSA) - Application Modernization project, the above listed resources are required to provide advice, engage stakeholders (Business, IT applications and Cloud Vendors) and coordinate activities to facilitate the implementation of Data Analytics Platform, Data Engineering, Data Pipeline Development and Machine Learning Model/Algorithm Operationalization on the new cloud platforms with cloud computing technologies.</p>					
<b>Scope of Work</b> <i>(An overview of the work that needs to be done)</i> <p>The Programmer/Analyst will provide IT Professional Services on the CBSA Cloud environments (AWS and Azure), as part of the Application Modernization project.</p> <p>The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the resource categories mentioned above.</p>					



## Tasks

Tasks will include, but not be limited to the following:

### A.7 Programmer/Analyst

- Create the conceptual, logical and physical designs for applications and their interoperability when hosted in a public cloud environment;
- Research, analyze, recommend and select technical approaches to address challenging development and integration problems with application architectures hosted within the public cloud environment;
- Provide guidance on how to limit the cost to the organization of cloud operations (scalability, filtering data before transmit etc.);
- Incorporate serverless design in application architectures;
- Design, develop and deploy highly available, elastic cloud services and applications using infrastructure as code;
- Design, develop and deploy database-as-a-service solutions;
- Review and analyze traffic flows and design and implement scaling parameters of infrastructure resources to keep costs low while still providing acceptable response times during peak usage;
- Design, develop and deploy cloud-based solutions that implement multi-factor authentication;
- Develop testing scenarios, scripts and participate in testing, as required, to ensure quality, performance and security;
- Review the most recent GC, Treasury Board Secretariat (TBS) and SSC cloud services guidelines relating to network security, and other related documents available at that time;
- Monitor industry trends to ensure that the departmental cloud implementation fit with government and industry directions for cloud technology;
- Assist the planning and coordination of IM/IT project management activities for cloud adoption including all aspects of planning/coordination/guidance and process;
- Support the creation of various IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulate and manage the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support the Technical Authority to oversee IM/IT cloud initiatives and various IM/IT initiatives;
- Support the Technical Authority to oversee the cloud change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Coach and mentor teams' members and users on best practices and provide knowledge transfer;
- Conduct stakeholder meetings; and
- Prepare input to presentations and executive briefings.



<b>Deliverables</b> <i>(List of expected deliverables to be produced or provided)</i>	<b>Due Date</b> <b>TBD by</b> <b>Technical</b> <b>Authority as</b> <b>needed</b>
The Contractor will provide the following Deliverables:	
<b>A.7 Programmer/Analyst (Cloud Solutions)</b>	
<b>Status reports</b> – weekly activity updates	Weekly
<b>AWS SDK - High Level Design (HLD) and Detail Design Document (DDD):</b> functionality using AWS SDK and interact with AWS services.	March 2021
<b>AWS SDK – Test Plans:</b> documentation of all future testing efforts with regards to Software Development Kits (SDK).	April 2021
<b>Candidate Cloud Applications (CCA) - High Level Design (HLD) and Detail Design Document (DDD):</b> including Remote Facilities Reservations and Chain of Trust.	May 2021
<b>Candidate Cloud Applications (CCA) - Test Plans:</b> documentation of all future testing efforts with regards to CCA.	July 2021
<b>Integrate with On-Premises Solutions - Preliminary Option Analysis (POA) document:</b> feasible designs of the Integrate with On-Premises Solutions.	August 2021
<b>Complex Candidate Cloud Applications (CCCA) - High Level Design (HLD) and Detail Design Document (DDD):</b> design documentation of the CCCA.	October 2021
<b>Complex Candidate Cloud Applications (CCCA) – Test Plans:</b> documentation of all future testing efforts with regards to CCCA.	December 2021
<b>Reporting Requirements</b>  The Contractor will provide the weekly reports as identified above to the Technical Authority.  Invoices for maximum price work must be submitted in accordance with the terms and conditions outlined in the contract.	<b>The Deliverables as well as the Project weekly progress reports and any other reports agreed upon are to be confirmed with the Technical Authority prior to invoice submissions.</b>



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47419-198132/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>TEKSYSTEMS CANADA CORP.</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002466	<b>1000356725</b>	CC: 190830040 Fund: 2001 Functional Area: 30700	2021-01-25	2021-01-27

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Programmer/Analyst - Level 3		English	Reliability / Fiabilité
Programmer/Analyst - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			
See attached / Voir pièce jointe			

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :	<b>01-Mar-2021</b>	Initial End Date / Date de fin initiale :	<b>28-Feb-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
	<input type="radio"/> In Effect / en vigueur		
	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage: n/a			

Work Location(s) / Lieu(x) de travail : **NCR - Work remotely off site**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
A.7 Programmer/Analyst - Level 3					\$241,200.00
A.7 Programmer/Analyst - Level 3					\$241,200.00
Estimated Cost / Coût estimatif					<b>\$482,400.00</b>
Applicable Taxes					<b>\$62,712.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$545,112.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p><b>UTANO</b> Name of Technical Authority / Nom de l'autorité technique : <b>ANTONIO</b> <b>ANTONIO</b> Date: 2021.02.18 11:35:15 -05'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante : <b>Mansour, Silvana</b> Date: 2021.02.19 10:12:01 -05'00'</p>	
<p>Signature: <b>CLOUTIER YVES</b> Digitally signed by CLOUTIER YVES DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=CLOUTIER YVES + SERIALNUMBER=2018212163639225 Reason: I am the author of this document Location: your signing location here Date: 2021-02-17 12:25:03 Foxit PhantomPDF Version: 10.0.1</p>		<p>Signature: <b>Mansour, Silvana</b> Digitally signed by Mansour, Silvana Date: 2021.02.19 10:12:01 -05'00'</p>	
<p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>		<p>2021-01-27</p>	
				<p>Date</p>	

## TASK AUTHORIZATION

### (TA) FORM

<b>Contractor:</b>	<b>GCstrategies</b>	<b>Contract Number:</b>	47419-2215022/001/EL
<b>Commitment: #</b>	1000357065	<b>Financial Coding:</b>	190810000 / 2001 / 30700
<b>Task Number</b> (Amendment):	2021002558	<b>Issue Date:</b>	<b>Response Require By:</b>

#### Statement of Work (Work Activities, Certifications and Deliverables):

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications. ITSB provides technology leadership of corporate business applications and IT programs at CBSA.

As a result of the COVID 19 pandemic CBSA is looking to engage contractors to help elevate ArriveCan, a web platform and mobile application, adhere to Accessibility for all Canadians.

One of the main points to achieve Accessibility is the demonstration, in the form of an audit, in accessing the ArriveCan web and mobile applications. Results from this audit will be shared with the 3rd party angular developers to help enhance and bring the website application up to WCAG 2.1 AAA/AA conformance levels. Additional support, such as validation testing, regression testing, spot checks and expert guidance will be required so that developers can make improvements and incorporate features and functionality to ensure that native assistive technology users have the ability to operate the website application without barriers.

The focus area of this TA will be to develop, integrate a project management tool to help BTID with their executives and project managers to manage the above-mentioned accessibility components for ArriveCan, allowing for real time 'health checks' of this COVID 19 accessibility project.

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.

#### Tasks

The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the NCR or remotely.

#### Tasks include, but not be limited to the following:

BTID has a requirement for one (1) Data Architect and (1) Quality Assurance Specialist whose responsibilities and tasks are but not limited to:

- Review CBSA's current strategies for and tactical approaches to managing accessibility deliverables.
- Facilitate workshops to take a deeper dive into the business objectives for the portfolio management initiative, the current state of managing work and to create designs for the potential future state.

## TASK AUTHORIZATION

### (TA) FORM

- Post workshops document the workshop output and recommended actions for the long term: Findings and Recommendations. Includes a project plan with scope, timeline, and cost estimates for executing the work items discussed in the workshops.
- Document current permissions model
- Conduct gap analysis on permission model and procedures
- Design a revised permissions model and processes
- Cleanup permission groups
- Review a draft iteration of the Findings and Recommendations with CBSA staff prior to finalizing the document and adding more detail to the accessibility conformance project plan.
- Present the recommendations and the more detailed project plan with key sponsors of the CBSA initiative.
- Develop and install a PPM tool including working with appropriate CBSA and SSC staff to enable a cloud solution.
- Configure PPM tool including the following key modules:
  - Portfolio Planning and Reporting.
  - Financial and Resource Planning and Reporting.
  - Work Planning and scheduling, including optional integration with Microsoft Project Desktop.
  - Status Reporting using PPM status report to .PDF capabilities; and
  - Power BI integration.
  - Configuration of fields at the Plan, Resource and Task level to provide appropriate data capture and reporting.
  - Configuration of business process flows for CBSA projects.
  - Configuration of key fields and PPM Financial Plans for finance and budget tracking and reporting.
  - Configuration of key fields and PPM Resource Plans for resource capacity management.
  - Configuration of various PPM Portfolio Plan views to provide comprehensive reporting via lists, boards, roadmaps and dashboards.
  - Configuration of status reporting in .PDF and Power BI format
- Provide solution walkthroughs and demonstrations to the CBSA Team and provide guidance on how the configured solution matches the business strategy and design workshop outputs.
- Provide documentation based on the final implementation, to include documentation regarding plan types, custom fields, business process flows, financial and resource plans.

#### TA Deliverables

- Business Strategy documents and Design Workshops for accessibility
- Documented statements of business problems, opportunities, vision and objectives;
- Updated work plans for systems;
- Written subject matter expertise, technology/tool assessment, options analysis and recommendations;
- Roadmap and plan, including monitoring, evaluation and reporting framework, including updates as required;
- Briefing and presentation materials to support reviews, refinements and approvals at operational, managerial and senior executive levels;
- Evaluation methodologies, including measurement strategies, approaches, indicators, monitoring and reporting metrics;
- Proof of Concept and Pilot Project plans, schedules, cost and resource estimates and supporting documentation;
- Designs, architectures, specifications and functional requirements documents;
- Test builds and configurations;
- Performance metrics, evaluations, learnings, and recommendations;
- Risk assessments and mitigation strategies;
- Readiness assessments, deployment and roll-out strategies, plans and supporting documentation;
- Change impact analysis and change management strategies, plans and related documents;
- Knowledge base, training materials, tool tips, guides, FAQs and other knowledge transfer tools;

## TASK AUTHORIZATION

### (TA) FORM

- Implementation and Configuration of PPM tool
- Proof of Concept for Portfolio Management
- Configure Portfolio Server
- Configure business drivers
- Portfolio selection scenarios

#### Deliverables for Data Architect

- Logical and physical architecture diagrams
- Presentations to the Architecture Working Group
- Conceptual Design and Technical Design Documents
- Accreditation and Certification (C&A) documentation
- Inputs to Disaster Recovery Plans
- Data Models
- Documents software in a configuration and installation manual
- System configuration details, worksheet, or other documentation to describe system configuration activities performed

#### Deliverables for Quality Assurance Specialist

- Maintain service levels as per the Service Level Agreement
- Weekly Performance and System reports
- Input to the Technical Design Documents
- Updates to Configuration and System Operational Documents
- Inputs to the Quality Assurance Test Report
- Codes and unit tests software modules and web forms
- Product Backlog review to ensure Product Backlog Items (PBI's) contain the appropriate;
- information for the QA project team members to be able to perform the testing adequately
- Creation of Test Cases derived from the PBIs generated in such a way as to test all of the functional requirement identified by the product owners and Proof of test will also be generated in the form of MS word documents.
- Testing report(s).

<b>2. Period of Service:</b>	<b>From (Date)</b>	March 1, 2021	<b>To (Date)</b>	December 17, 2021
<b>3. Work Location:</b>	NCR			
<b>4. Travel Requirements:</b>	Not Applicable			
<b>5. Language Requirement:</b>	Support for French & English			
<b>6. Other Conditions/Constraints:</b>	None			
<b>7. Level of Security Clearance required for the Contractor Personnel:</b>	Reliability			
<b>8. Contractor's Response:</b>				



# TASK AUTHORIZATION

## (TA) FORM

Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Data Architect				\$112,500.00
Quality Assurance Specialist				\$162,000.00
Estimated Cost				\$274,500.00
Applicable Taxes				\$35,685.00
Total Labour Cost				\$310,185.00
Total Travel & Living Cost				-
Firm Price or <u>Maximum TA Price</u>				\$310,185.00
Contractor's Signature				
Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)		<p>Signature:</p> <p>Date: December 30 2020</p>		
Approval – Signing Authority				

**TASK AUTHORIZATION**

**(TA) FORM**

**Signatures (Client)**

Name, Title and Signature of Individual Authorized to sign:

Technical Authority:

MACDONALD  
CAMERON

Digitally signed by MACDONALD  
CAMERON  
Date: 2021.03.04 13:56:21 -05'00'

Date:

CBSA Procurement:

Date:

CLOUTIER  
YVES

Digitally signed by CLOUTIER YVES  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=CLOUTIER YVES +  
SERIALNUMBER=2018212163639225  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-03-04 08:48:41  
Foxit PhantomPDF Version: 10.0.1

**Signatures (PWGSC)**

Contracting Authority <sup>1</sup>:

Durigan,  
Angela M

Digitally signed by: Durigan,  
Angela M  
DN: CN = Durigan, Angela M C =  
CA, O = GC OU = PWGSC-  
TPSGC  
Date: 2021.03.05 17:09:43 -05'00'

Date:

<sup>1</sup> Signature required for TA valued at **\$300,000.00** or more, Applicable Taxes included.

You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.

TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1

(completed by the Technical/Project Authority) / (complété par le Responsable technique / Chargé du projet)

PARTIE 1

A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-197627/001		
Contractor Name / Nom du Contracteur :		Donna Cona		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002680	1000356910			

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst (Data Analyst/Data Quality Analyst), Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale :	15-Mar-2021
Initial End Date / Date de fin initiale :	31-Mar-2022
Extented End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : n/a	
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

PART 2

(completed by the Contractor and/or the Technical/Project Authority) / (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

PARTIE 2

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
(Business Analyst (Data Analyst/Data Quality Analyst), Level 3)					\$330,000.00
Estimated Cost / Coût estimatif					\$330,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$42,900.00
Total Estimated Cost / Coût total estimatif					\$372,900.00

Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<div>X</div>	Firm Price / Prix Ferme :	<div></div>
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PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Name of Technical Authority / Nom de l'autorité technique <div>CARR JEFFREY</div> <div>Digitally signed by CARR JEFFREY Date: 2021.03.09 17:15:02 -05'00'</div>		Name of Contracting Authority / Nom de l'autorité contractante <div>Michaud, Daniel</div> <div>Digitally signed by: Michaud, Daniel DN: CN = Michaud, Daniel C = CA O = GC OU = PWGSC-TPSGC Date: 2021.03.10 08:52:44 -05'00'</div>	
Signature <div>KOMERY TAYLOR</div> <div>Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-10 08:29:39 Foxit PhantomPDF Version: 10.0.1</div>		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC			
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		2021-03-09	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date	





## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : **47060-187626/001/EL**

Contractor Name / Nom du Contracteur : **S.i. Sytems**

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) : STOT No. / N° de l'EDT : Financial Coding / Code financier : Date of Issuance / Date d'émission : Response required by / Réponse requise d'ici le :

2021002688

1000357073

2021-05-19

May 21 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : 1

Reason for the Amendment / Raison pour la modification :

Resource replacement

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Project Executive Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale : **01-Mar-2021**

Initial End Date / Date de fin initiale : **03-Sep-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input checked="" type="radio"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input type="radio"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : n/a

Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Executive L3					\$90,600.00
Business Analyst L3					\$16,790.00
Business Analyst L3					\$37,375.00
Estimated Cost / Coût estimatif					<b>\$144,765.00</b>

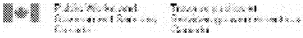
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie		\$0.00
HST @ 13%		\$18,819.45
Total Estimated Cost / Coût total estimatif		<b>\$163,584.45</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>	<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,</p>		
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.05.20 14:43:40 -04'00'</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
<p><b>CARREAU LYNE</b> Digitally signed by CARREAU LYNE DN: cn=Carreau Lyne, o=ASFC, ou=PERSONNEL cn=CARREAU LYNE + SERIALNUMBER=2004176152321031 Reason: I am the author of this document Location: your signing location here Date: 2021-06-25 08:26:00 Foxit PhantomPDF Version: 10.0.1</p>			
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** completed by the Technical/Project Authority / **PARTIE 1** complétée par le Responsable technique / Chargé du projet

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat : <b>47060-187626/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>S.I. Sytems</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002688	1000357073	1905 200 00	2021-08-26	2021-08-31
<b>B. For Amendments Only / Aux fins de modification seulement</b>				
Amendment No. / N° de la modification : <b>2</b>				
Reason for the Amendment / Raison pour la modification :				
<b>Exercise option # 2, remove and increase LOE for - TA end date is Dec 31, 2021</b>				

<b>C. TA Requirements / Exigences relatives à l'AT</b>				
Required Resource(s) / Ressource(s) requise(s)				
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Business Analyst Level 3		English	Secret	
Project Executive Level 3		English	Secret	
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)				
<b>See attached / Voir pièce jointe</b>				

Period of Services / Période de service:	
Initial Start Date / Date de début initiale : <b>01-Mar-2021</b>	Initial End Date / Date de fin initiale : <b>31-Dec-2021</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="checkbox"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : n/a	
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** completed by the Contractor and/or the Technical/Project Authority / **PARTIE 2** complétée par le Contracteur et/ou le Responsable technique / Chargé du projet

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
<small>Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources énumérées peuvent fournir des services sous la présente AT</small>					
Name / Nom Category and Level / Catégorie et Niveau	PWGC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Executive L3					\$140,430.00
Business Analyst L3					\$16,790.00
Business Analyst L3					\$37,375.00
Estimated Cost / Coût estimatif					<b>\$194,595.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$25,297.35
Total Estimated Cost / Coût total estimatif					<b>\$219,892.35</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPIMMD of CBSA and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$20,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$20,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.08.26 13:00:20 -04'00'			
Signature		Signature	
Name of the representative from the SPIMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC			
<b>KOMERY TAYLOR</b>			
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature
	Date





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complète par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47419-226879/002/EL

Contractor Name / Nom du Contracteur : ADGA Group Consultants Inc.

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2021002709	1000355982	1813820000, C0000562101	Mar 16, 2021	Mar 16, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager	3		English / Anglais	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

As per the attached SOW.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : Mar 22, 2021

Initial End Date / Date de fin initiale : Mar 31, 2023

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage : N/A

Work Location(s) / Lieu(x) de travail : Within the National Capital Region (NCR)

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complète par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Project Manager	3			

### B. Estimated Cost / Coût estimatif

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>Project Manager</div><div>-</div></div>	3			\$337,574.40
Estimated Cost / Coût estimatif				\$337,574.40
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	14.975	Applicable Taxes / Taxes applicables		\$50,551.77
Total Estimated Cost / Coût total estimatif				\$388,126.17

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

**NEWBURY RUSSELL**  
Signature  
Digitally signed by NEWBURY RUSSELL  
Date: 2021.03.18 15:30:20 -04'00'

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

**Comelisse, Alexander**  
Signature  
Digitally signed by Comelisse, Alexander  
CN: CN = Comelisse, Alexander C = CA O = GC OU = PWGSC-TPSGC  
Date: 2021.03.23 10:00:55 -04'00'

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur	Signature	DocuSigned by: 3/16/2021 Date
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# STATEMENT OF WORK

## 1.0 TITLE

P.9 – Project Manager, Level 3

## 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

## 3.0 BACKGROUND

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications. The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

## 4.0 SCOPE OF THE WORK

The contractor must provide project management guidance as it relates to project management best practices and must develop, coordinate, collaborate and prepare project briefings, dashboards, presentations and other project documentation on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations for the Travellers Project Portfolio A Division – “Insight Through Data” projects. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

## 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Gathering input from internal and external project stakeholders and working closely with the project scheduler to update the schedule using Excel and MS Project;
- Developing and preparing project dashboards on a monthly basis with guidance from the Lead Project Manager, Project Director, Project Executives and with the input from other project managers;
- Preparing and coordinating bi-weekly and/or monthly project governance meeting materials (agendas, project gate presentations) and records of decision with guidance from the Project Manager and Lead Project Director;
- Producing presentations or other documents that facilitate the briefing of senior management as it relates to project status (schedule, cost, scope, issues and risks) with guidance from the Lead Project Manager, Project Director and with input from other project managers;
- Preparing project management plans with guidance from the Lead Project Manager, Project Director and with the input from other project managers;
- Reviewing and providing feedback on project documents and artefacts as requested;
- Analyze and report progress of the project on an ongoing basis and at scheduled points in the project life cycle;
- Meet with stakeholders and other project managers to identify risks and issues as well as determine recommended solutions or mitigation measures; and,
- Actively participate in the management of change, scope, risk, issue and schedule management, providing guidance and recommendations to the Lead Project Manager and Project Director as required.



## 6.0 DELIVERABLES

Deliverables may include, but will not be limited to the following:

- Project schedules and roadmaps;
- Work breakdown structures;
- Project status reports;
- Project dashboards;
- Project management plans;
- Project risk and issues logs;
- Meeting materials and Records of Decision;
- Project presentations;
- Project briefing materials;
- Project lessons learned and reviews;
- Trend analyses;
- Critical path analysis;
- Written and verbal advice;
- Issue papers and briefing notes;
- Process diagrams;
- Knowledge transfer

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Deliverables must adhere to CBSA's Project Management Framework, processes and templates as applicable. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

## 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

## 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

## 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:



- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

## **10.0 TRAVEL**

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may be required to visit facilities site locations and construction sites outside the NCR.



TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :47060-197627/001

Contractor Name / Nom du Contracteur :Donna Cona

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

STOT No.  
N° de l'EDT :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise d'ici le :

	1000356753	1950 400 00	2021-01-20	2021-01-29
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B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :15-Mar-2021

Initial End Date / Date de fin initiale :31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :n/a

Work Location(s) / Lieu(x) de travail :Vanier Towers, 333 North River RoadOntario

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- BA Level 3					\$247,200.00
					\$0.00
Estimated Cost / Coût estimatif					\$247,200.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$32,136.00
Total Estimated Cost / Coût total estimatif					\$279,336.00

1 of 2

Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Technical Authority / Nom de l'autorité technique  
**CARR JEFFREY**  
Digitally signed by CARR JEFFREY  
Date: 2021.03.10 08:23:32 -05'00'

Name of Contracting Authority / Nom de l'autorité contractante  
Date

Signature  
**KOMERY TAYLOR**  
Digitally signed by KOMERY TAYLOR  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281  
Reason: I am approving this document  
Location: your signing location here  
Date: 2021-03-11 10:25:51  
Foxit PhantomPDF Version: 10.0.1

Signature

Name of the representative from the SPMD of CBSA /  
Nom d'un représentant de la DAGBS de l'ASFC  
Date

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

DocuSigned by:		2021-03-10
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date





TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :47060-197627/001

Contractor Name / Nom du Contracteur :Donna Cona

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

STOT No.  
N° de l'EDT :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise d'ici le :

1000356959

1950 400 20

2021-02-08

2021-02-15

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Business Analyst Level 3		English	Secret
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :15-Mar-2021

Initial End Date / Date de fin initiale :31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :n/a

Work Location(s) / Lieu(x) de travail :Vanier Towers, 333 North River RoadOntario

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- Business Analyst Level 3					\$247,200.00
- Business Analyst Level 3					\$247,200.00
- Project Manager Level 3					\$258,480.00
Estimated Cost / Coût estimatif					\$752,880.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$97,874.40

Total Estimated Cost / Coût total estimatif			\$850,754.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMDM of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.03.10 08:22:40 -05'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p><b>Michaud, Daniel</b> Digitally signed by: Michaud, Daniel DN: CN = Michaud, Daniel C = CA O = GC OU = PWGSC-TPSGC Date: 2021.03.15 09:30:53 -04'00'</p>	
<p>Signature</p> <p><b>KOMERY TAYLOR</b> Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-12 08:36:22 Foxit PhantomPDF Version: 10.0.1</p>		<p>Signature</p>	
<p>Name of the representative from the SPMDM of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Date</p>	
<p>Signature</p>			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>DocuSigned by:</p> <p>2021-03-10</p>		
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>	<p>Signature</p>	<p>Date</p>

Public Works and  
Government Services  
CanadaTravaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)**A. General Information / Informations générales**Contract Number / Numéro du contrat : **47060-197627/001**Contractor Name / Nom du Contracteur : **Donna Cona**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
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2021002761

1000356959

1950 400 20

2021-02-08

2021-02-15

**B. For Amendments Only / Aux fins de modification seulement**Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification :

**Remove resource - PM Level 3****C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Business Analyst Level 3		English	Secret
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe****Period of Services / Période de service:**Initial Start Date / Date de début initiale : **15-Mar-2021**Initial End Date / Date de fin initiale : **31-Mar-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **n/a**Work Location(s) / Lieu(x) de travail : **Vanier Towers, 333 North River Road** **Ontario****PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- Business Analyst Level 3					\$247,200.00
- Business Analyst Level 3					\$247,200.00
- Project Manager Level 3					\$0.00
Estimated Cost / Coût estimatif					<b>\$494,400.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00

		HST @ 13%	\$64,272.00
		Total Estimated Cost / Coût total estimatif	\$558,672.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.06.10 13:04:54 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p><b>Michaud, Daniel</b> Digitally signed by: Michaud, Daniel DN: CN = Michaud, Daniel C = CA O = GC OU = PWGSC-TPSGC Date: 2021.06.22 14:28:04 -04'00'</p>	
<p>Signature</p> <p><b>OTOOLE TAMMY</b> Digitally signed by OTOOLE TAMMY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=OTOOLE TAMMY + SERIALNUMBER=2013309231042945 Reason: I am the author of this document Location: your signing location here Date: 2021-06-23 09:46:05 Foxit PhantomPDF Version: 10.0.1</p>		<p>Signature</p>	
<p>Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Date</p>	
<p>Signature</p>			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		DocuSigned by:		2021-06-10	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>		<p>Date</p>	



TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

**A. General Information / Informations générales**

Contract Number / Numéro du contrat :47060-197627/001

Contractor Name / Nom du Contracteur :Donna Cona

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

STOT No.  
N° de l'EDT :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise d'ici le :

1000356585

2940 300 00

2021-01-20

2021-01-22

**B. For Amendments Only / Aux fins de modification seulement**

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Executive Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

**Period of Services / Période de service:**

Initial Start Date / Date de début initiale :15-Mar-2021

Initial End Date / Date de fin initiale :31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :n/a

Work Location(s) / Lieu(x) de travail :Vanier Towers, 333 North River RoadOntario

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- PE Level 3					\$300,000.00
					\$0.00
Estimated Cost / Coût estimatif					\$300,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$39,000.00
Total Estimated Cost / Coût total estimatif					\$339,000.00

Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.03.10 08:21:28 -05'00'</p>		<p>Signature</p>	
<p>Signature</p> <p><b>KOMERY TAYLOR</b></p> <p>Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adre, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-12 08:38:42 Foxit PhantomPDF Version: 10.0.1</p>		<p>Signature</p>	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>DocuSigned by:</p> <p>2021-03-10</p>	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-197627/002		
Contractor Name / Nom du Contracteur :		Adirondack		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002821	1000357536	1950 400 20	3/16/2021	3/22/2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
 Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 2		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
01-Apr-2021	31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 2					\$218,400.00
Estimated Cost / Coût estimatif					<b>\$218,400.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$28,392.00
Total Estimated Cost / Coût total estimatif					<b>\$246,792.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> X	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract	En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization	La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.
Bogdan Buduru	16-Mar-21

Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
BUDURU BOGDAN	Digitally signed by BUDURU BOGDAN Date: 2021.03.16 10:59:53 -04'00'		
Signature		Signature	
KOMERY TAYLOR	Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-22 13:57:19 Foxit PhantomPDF Version: 10.0.1		
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date		
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		Mar. 16, 2021
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47060-197627/002		
Contractor Name / Nom du Contracteur :		Adirondack		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002821	1000357536	1950 400 20	3/16/2021	3/22/2021

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 2		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
01-Apr-2021	31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
n/a	
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 2					\$218,400.00
Estimated Cost / Coût estimatif					<b>\$218,400.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$28,392.00
Total Estimated Cost / Coût total estimatif					<b>\$246,792.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> X	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract	En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.	La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.
Bogdan Buduru	16-Mar-21

Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
BUDURU BOGDAN	Digitally signed by BUDURU BOGDAN Date: 2021.03.16 10:59:53 -04'00'		
Signature		Signature	
KOMERY TAYLOR	Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-22 13:57:19 Foxit PhantomPDF Version: 10.0.1		
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date		
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		Mar. 16, 2021
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-198132/001/EL		
Contractor Name / Nom du Contracteur :		TEKSYSTEMS CANADA CORP.		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2021002839	1000357494	CC: 190830020, Fund: 2001, Functional Area: 30700	2021-03-16	2021-03-18

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
<b>See attached / Voir pièce jointe</b>			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
01-Apr-2021	03-Aug-2023
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage n/a	

Work Location(s) / Lieu(x) de travail : NCR - Work remotely off site

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.11 Technology Architect					\$788,200.00
				Estimated Cost / Coût estimatif	<b>\$788,200.00</b>
				Applicable Taxes	<b>\$102,466.00</b>
				Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie	\$0.00
				<b>Total Estimated Cost / Coût total estimatif</b>	<b>\$890,666.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Antonio Utano</p>		<p></p>	
<p>Name of Technical Authority / Nom de l'autorité technici</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p>	
<p>UTANO ANTONIO</p> <p>Digitally signed by UTANO ANTONIO Date: 2021.03.29 08:55:12 -04'00'</p>		<p>Mansour, Silvana</p> <p>Digitally signed by Mansour, Silvana Date: 2021.03.29 09:53:35 -04'00'</p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>		<p></p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p></p>		<p>2021-03-18</p>	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	
<p></p>		<p>Date</p>	



## Statement of Work

<b>Contract Number</b> 47419-198132/001/EL		<b>Task Authorization Number</b> 2021002839							
<b>Category / Level</b>									
<table border="1"><tr><th>NUMBER OF RESOURCES</th><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr><tr><td>1</td><td>I.11 Technology Architect</td><td>Level 3</td></tr></table>	NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE	1	I.11 Technology Architect	Level 3			
NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE							
1	I.11 Technology Architect	Level 3							
<b>Objectives</b> <i>(High-level description of expected outcome)</i> <p>As part of the Canada Border Services Agency (CBSA) - Application Modernization project, the resources listed above are required to provide advice, engage stakeholders (Business, IT applications and Cloud Vendors), and coordinate activities to facilitate the implementation of cloud technologies on both the Amazon Web Services (AWS) and Microsoft Azure Protected B compliant Cloud environments.</p>									
<b>Scope of Work</b> <i>(An overview of the work that needs to be done)</i> <p>The resources listed will provide IT Professional Services on the CBSA Cloud environments (AWS and Azure), as part of the Application Modernization project.</p> <p>The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the following resource category:</p>									
<table border="1"><tr><th>NUMBER OF RESOURCES</th><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr><tr><td>1</td><td>I.11 Technology Architect</td><td>Level 3</td></tr></table>	NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE	1	I.11 Technology Architect	Level 3			
NUMBER OF RESOURCES	RESOURCE CATEGORY	LEVEL OF EXPERTISE							
1	I.11 Technology Architect	Level 3							
<b>Tasks</b> <p>Tasks will include, but not be limited to the following:</p> <ul style="list-style-type: none"><li>• Review current CBSA environment, including workloads, services, data, network and infrastructure deployed;</li><li>• Provide cloud assessments and analysis of workloads and services to determine which workloads are good candidates for migration;</li><li>• Provide guidance, design, configuration and implementation of base environments and cloud services;</li><li>• Map source environment resources/services to target cloud resource/service;</li><li>• Define and design appropriate to-be application, platforms, and hosting architectures in public clouds with connectivity to on-premises data centres;</li><li>• Conduct sizing activities;</li><li>• Assist in the deployment, development, testing and support of cloud services to meet identified workload requirements;</li><li>• Develop and deploy cloud operations and security management tools and services into their respective accounts and zones;</li><li>• Design cloud architecture that meets key non-functional requirements (security, compliance, performance, resiliency, and availability);</li><li>• Support the migration of workloads and capabilities (e.g. Disaster recovery, archiving and backup) to cloud;</li><li>• Leverage cloud specific services (e.g. Web Application PaaS, Resource Manager, etc.) to implement desired cloud operating models and enable DevOps capabilities;</li><li>• Develop and document the proposed short and medium term cloud strategy for the selective migration to cloud services or alternative IT service delivery platforms;</li><li>• Ensure the integration of all aspects of cloud technology solutions;</li><li>• Support applications and technical support to teams in the existing and new infrastructure;</li><li>• Identify key issues that can be addressed and benefits that could be achieved with a selective migration to cloud services or alternative IT service delivery platforms;</li><li>• Design, document, and automate security and vulnerability incident response procedures;</li><li>• Design, document, and automate vulnerability assessment procedures;</li></ul>									



<ul style="list-style-type: none"> <li>Design, document, and automate OS and application patching and update procedures; and,</li> <li>Provide reviews of security-related documentation in support of SA&amp;A initiative for cloud and SaaS services.</li> </ul>	
<b>Deliverables</b> <i>(List of expected deliverables to be produced or provided)</i> The Contractor will provide the following Deliverables:	<b>Due Date</b> <b>TBD by Technical Authority as needed</b>
<b>I.11 Technology Architect</b>	
<b>Access Control Monitoring and Reporting - Technology Design Document:</b> Design for a tool to monitor, report on, and remediate access to the cloud environments from non-standard devices and locations. Investigate options to ensure the solution is extensible to a hybrid-cloud and multi-cloud environment.	July 2021
<b>Azure Security Assessment and Authorization report:</b> A report describing the technical design and implementation, ensuring that the Cloud implementation meets ITSG-33-based security controls for Azure cloud and SaaS services. This report should incorporate the review/input from both Security staff and third-party security experts.	October 2021
<b>Cloud Platform Support - Prototype data models:</b> A diagram describing services and alert-specific remediation of non-compliant resources and services across multiple cloud platforms including AWS and Azure. This will include a Prototype of the data model as well as all required supporting components including lambdas and functions, message queues, and subscriptions.	December 2021
<b>Cloud Platform Services - Deployment models:</b> A visual illustration of the architecture for the advanced configuration and deployment for Cloud platform services. Including platform services such as centralized email distribution and SMS notification required by ArriveCAN and Right Touch Air.	March 2022
<b>Cloud Platform Services - Technology Design Document:</b> A document describing the architecture, configuration and deployment for Cloud platform services. This includes platform services such as centralized email distribution and SMS notification required by ArriveCAN and Right Touch Air.	April 2022
<b>Cloud Application Deployments workflow – High-Level Design:</b> A document for capturing workflow processes using IaC (Infrastructure as Code) principles and capture the CloudFormation and other code and configuration in the CodeCommit version control system.	July 2022
<b>Security Auditing Components – Technology Design Document:</b> A document describing the architecture supporting the Cloud auditing solutions. Including single-stream observability across multi-cloud environments (Azure and AWS). Investigate and prototype options for on-prem integration of platform auditing.	November 2022
<b>Multi-Cloud Single Stream Event Monitoring – High-Level Design.</b> A document, capturing the single-stream event monitoring across multi-cloud and hybrid-cloud environments. Including the Prototype and implement solutions that support event surfacing, triage and remediation. This will require Runbooks to support observability.	February 2023
<b>Cloud Application Migration - Preliminary Options Analysis (POA):</b> A document describing the review of the different options analysis of candidate cloud applications that function in a multi-cloud environment including all candidates scheduled for migration in Wave 1 and Wave 2 of the CBSA migration program.	July 2023
<b>Reporting Requirements</b> The Contractor will provide the weekly reports, as identified above to the Technical Authority. Invoices for maximum priced work must be submitted in accordance with the terms and conditions outlined in this contract.	<b>The Deliverables as well as the Project weekly progress reports and any other reports agreed upon are to be confirmed with the Technical Authority prior to invoice submissions</b>



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-223800/001/EL**

Contractor Name / Nom du Contracteur : **Emerion / Cofomo**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021002892	1000356853	1920 600 80	Feb 3, 2021	Feb 8, 2021

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification:

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	# of days	Language	Required Level(s) of Security / Niveau(x) de sécurité requis
Database Analyst (EDW & BI) - Level 3		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**29-Mar-2021**

Initial End Date / Date de fin initiale :

**07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de  
voyage :

None

Work Location(s) / Lieu(x) de travail :

National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
<u>Data Analyst, Level</u>					\$82,500.00
Estimated Cost / Coût estimatif					<b>\$82,500.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$10,725.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$93,225.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Nathalie Gaul 05-Feb-21			
Name of Technical Authority / Nom de l'autorité technique  GAUL NATHALIE <small>Digitally signed by GAUL NATHALIE Date: 2021.02.05 15:16:51 -05'00'</small>		Name of Contracting Authority / Nom de l'autorité contractante  Date	
Signature  KOMERY TAYLOR <small>Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=cora-adc, OU=PERSONNEL CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I am approving this document Location: your signing location here Date: 2021-03-26 08:41:56 Foxit PhantomPDF Version: 10.0.1</small>		Signature	
[If applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature  Date	
		10Feb21	





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-223800/001/EL**

Contractor Name / Nom du Contracteur : **Emerion / Cofomo**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021002892	1000356853	1920 600 80	31-May-21	7-Jun-21

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification:

Exercise option to renew - increase level of effort.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	# of days	Language	Required Level(s) of Security / Niveau(x) de sécurité requis
Database Analyst (EDW & BI) - Level 3	0000000000	English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **15-Mar-2021**

Initial End Date / Date de fin initiale : **07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**07-Jul-2022**

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **None**

Work Location(s) / Lieu(x) de travail : **National Capital Region, Ottawa**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
3 Data Analyst, Level					\$247,500.00
Estimated Cost / Coût estimatif					<b>\$247,500.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$32,175.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$279,675.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Nathalie Gaul

Name of Technical Authority / Nom de l'autorité technique  
**GAUL NATHALIE**  
Digitally signed by GAUL NATHALIE  
Date: 2021.05.31 15:44:28 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante  
Date  
Signature

Mark Boschman - CBSA

June 29, 2021

[If applicable, insert the following] Name of the representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)  
**BOSCHMAN MARK**  
Digitally signed by BOSCHMAN MARK  
DN: cn=CBSA, o=CBSA, ou=CBSA-ADRC, ou=PERSONNEL, cn=BOSCHMAN MARK +  
SERIALNUMBER=2019199140740991  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-06-29 16:15:54  
Foxit PhantomPDF Version: 10.0.1

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

June 2, 2021

Date

## Data Analyst Level 3

### Tasks

Tasks and responsibilities could include but are not limited to:

1. Develop a comprehensive understanding of Data Warehouse processes and content
2. Provide support, develop and present DW/BI strategies, roadmaps and project plans
3. Develop complex SQL queries incorporating inner joins, outer joins, aggregates, unions, sub-queries, group by, where clause, having clause, triggers, cursors, views, XML query function and other advanced SQL fundamentals and utilize SQL expertise to support and assist Data Modelers, Data Warehouse Analysts, Testers and End Users
4. Provide input with BI/DW database performance and design related issue.
5. Provide support to develop an Enterprise Data Warehouse model; including logical model integration of data from multiple subject areas and use Kimball Methodology (dimensional models integrated via conformed dimensions)
6. Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements
7. Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database
8. Mediates and resolves conflicts among users' needs for data
9. Advise programmers, analysts, and users about the efficient use of data
10. Provide input into Data Warehouse design decisions
11. Examine data available in existing data source and collect statistics about that data
12. Write source to target mappings
13. Work within the Service Lifecycle Management Framework.

### Specialties and Skills

Specialties could include but not limited to:

- |   |   |
|---|---|
| • IBM InfoSphere DataStage  | • IBM Cognos  |
| • IBM InfoSphere Information Server<br>(Metadata Workbench, Business<br>Glossary, Information Analyzer) | • IBM SPSS  |
| • IBM DB2 LUW   | • IBM Change Data Capture                             |
| • IBM/zOSDB2  | • Microsoft SQL                                       |
| • IBM Puredata for Analytics  | • XML   |
| • Unix  | • Microsoft Office Suite (Word, Excel,<br>PowerPoint) |
| • Linux   | • Microsoft VISIO                                     |
| • ERWin Data Modeler  | • JIRA  |
| • IBM Data Architect  | • Kimball Methodology                                 |

## Deliverables

Deliverables could include but are not limited to:

- Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and package
- Examine data available in existing data source and collect statistics and information about that data via data profiling
- Develop complex SQL Queries incorporating inner joins, outer joins, aggregates, unions, sub-queries, group by, where clause, having clause, triggers, cursors, views, XML query functions and other advanced SQL fundamentals
- Reconcile between source data and data within the data warehouse
- Translate business requirements into specification documents
- Provide input to Data Warehouse Database Design decisions
- Write documentation in support of TASKS above as required
- Status and progress reports provided weekly and/or monthly

## Constraints

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or ling (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

## Reporting Requirements

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

## Location of Work

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

## Language of Work

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47419-226879-001

Contractor Name / Nom du Contracteur : TPG

Task Authorization (TA) No. / N°  
de l'autorisation de tâches (AT) :

2021002936

Commitment No. / N° de  
l'engagement :

1000355811

Financial Coding / Code  
financier :

1813-820-00 2001 - 10400

Date of Issuance / Date  
d'émission :

March 30, 2021

Response required by /  
Réponse requise par :

March 31, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Project Manager	2		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

#### STATEMENT OF WORK

##### 1.0 TITLE

P.9 – Project Manager, Level 2

##### 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

##### 3.0 BACKGROUND



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

### 4.0 SCOPE OF THE WORK

The contractor must provide project management guidance as it relates to project management best practices and must develop, coordinate, collaborate and prepare project briefings, dashboards, presentations and other project documentation on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations for the Travellers Project Portfolio A Division – "Insight Through Data" projects. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Gathering input from internal project stakeholders and working closely with the project scheduler to update the schedule using Excel and MS Project;
- Developing and preparing project dashboards on a monthly basis with guidance from the Lead Project Manager, Project Director, Project Executives and with the input from other project managers;
- Preparing and coordinating monthly project governance meeting materials (agendas, project gate presentations) and records of decision with guidance from the Project Manager and Lead Project Director;
- Producing presentations or other documents that facilitate the briefing of senior management as it relates to project status (schedule, cost, scope, issues and risks) with guidance from the Lead Project Manager, Project Director and with input from other project managers;
- Reviewing and providing feedback on project documents and artefacts as requested;
- Analyze and report progress of the project on an ongoing basis and at scheduled points in the project life cycle;
- Meet with stakeholders and other project managers to identify risks and issues as well as determine recommended solutions or mitigation measures; and,
- Actively participate in the management of change, scope, risk, issue and schedule management, providing guidance and recommendations to the Lead Project Manager and Project Director as required.

### 6.0 DELIVERABLES

Deliverables may include, but will not be limited to the following:

- Project schedules and roadmaps;
- Work breakdown structures;
- Project status reports;
- Project dashboards;
- Project management plans;
- Project risk and issues logs;
- Meeting materials and Records of Decision;
- Project presentations;



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

- Project briefing materials;
- Project lessons learned and reviews;
- Trend analyses;
- Written and verbal advice;
- Process diagrams;
- Knowledge transfer

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Deliverables must adhere to CBSA's Project Management Framework, processes and templates as applicable. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may be required to visit facilities site locations and construction sites outside the NCR.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

March 1, 2021 April 1, 2021

Initial End Date / Date de fin initiale :

March 31, 2023

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

N/A

Work Location(s) / Lieu(x) de travail :

Within the National Capital Region

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Project Manager	2			

## B. Estimated Cost / Coût estimatif

Category / Catégorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
+	Project Manager	2			\$268,800.00
-					
				Estimated Cost / Coût estimatif	\$268,800.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquées		14.975		Applicable Taxes / Taxes applicables	\$40,252.80
Total Estimated Cost / Coût total estimatif					\$309,052.80

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé Date

NEWBURY RUSSELL Digitally signed by NEWBURY RUSSELL  
Date: 2021.04.07 12:29:43 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante Date

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

April 7, 2021





Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales				
Contract Number / Numéro du contrat :		47060-197627/002		
Contractor Name / Nom du Contracteur :		Adirondack		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000357753	1950 400 20	2021-03-31	2021-04-06

B. For Amendments Only / Aux fins de modification seulement
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Architect Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
12-Apr-2021	31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
n/a	
Work Location(s) / Lieu(x) de travail :	
Vanier Towers, 333 North River Road Ontario	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$276,000.00
Estimated Cost / Coût estimatif					\$276,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$35,880.00
Total Estimated Cost / Coût total estimatif					\$311,880.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> X	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b></p> <p>Digitally signed by CARR JEFFREY Date: 2021.03.31 10:45:28 -04'00'</p> <p>Signature</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p></p> <p>Signature</p>	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p></p> <p>Signature</p>		<p>Date</p> <p></p>	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p><b>Chris South, Account Manager</b></p>		<p><b>Mar. 31, 2021</b></p>	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p> <p>Date</p>	



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-198132/001/EL		
Contractor Name / Nom du Contracteur :		TEKSYSTEMS CANADA CORP.		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022000039	1000357449	CC: 190830040, Fund: 2001, Functional Area: 30700	2021-03-12	2021-03-16

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
<b>See attached / Voir pièce jointe</b>			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
14-Apr-2021	03-Aug-2023
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage n/a	

Work Location(s) / Lieu(x) de travail : **NCR - Work remotely off site**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.11 Technology Architect					\$774,200.00
Estimated Cost / Coût estimatif					<b>\$774,200.00</b>
Applicable Taxes					<b>\$100,646.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$874,846.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p><b>Antonio Utano</b></p> <p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>UTANO</b> <b>ANTONIO</b></p> <p>Digitally signed by UTANO ANTONIO Date: 2021.04.13 11:20:27 -04'00'</p> <p>Signature</p>	<p><b>Silvana Mansour</b></p> <p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p><b>Mansour, Silvana</b></p> <p>Digitally signed by Mansour, Silvana Date: 2021.04.13 16:38:34 -04'00'</p> <p>Signature</p>	<p><b>April 13, 2021</b></p> <p>Date</p>	
<p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p> <p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>2021-03-16</p> <p>Date</p>
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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-178445/004/ZQ		
<b>Task Authorization (TA) Number</b>	2022000061		
<b>Contractor's Name and Address</b>			
883746117PG004 MGIS Inc. 23 Ballyboy Street, Ottawa, Ontario, K2S2H1			
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$178,500.00		
<b>New TA Revision</b>			
TA Revision Number:	Amount to be increased or (decreased):		
Total Estimated Cost of Task (Applicable Taxes extra) after revisions:			
<b>Contract Security Requirements (as applicable)</b>			
This task includes security requirements.			
Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.			
Remarks: Secret Level			
<b>Required Work</b>			
<b>SECTION A – Task Description of the Work Required</b>			
As per attached statement of work.			
<b>Period of Service</b>	<b>From (Date)</b>	May 11, 2021	<b>To (Date)</b> December 31, 2021
Work Location	The Contractor's resource will be required to adopt a flexible work arrangement, which may include one or more of the following: <ul style="list-style-type: none"> <li>Working on CBSA premises in the National Capital Region (NCR)</li> <li>Colocation / Shared office spaces</li> </ul> Working remotely (on the contractor's premises, the resources domicile, or another approved remote location)		
Travel Requirements	None		
Language Requirements	The contractor must be able to communicate orally and in writing in English without assistance and with minimal errors.		

## SECTION B – Applicable Basis of Payment

### TA subject to a Limitation of Expenditure

When the basis of payment specified in a TA authorized and issued on the Contact is limitation of expenditure, the Contractor will be reimbursed for the costs reasonable and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modification or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- a) When it is 75 percent committed, or
- b) Four (4) months before the final delivery date specified in the authorized TA, or
- c) As soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

Whichever comes first.

If the notification is for inadequate TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

## SECTION C - Cost Breakdown of Task

Category		Level of Expertise	Estimated Level Of Effort	Per Diem
3.2	Project Manager	Senior		
Name of Proposed Resource				
Security Certificate/Clearance Number				
Expiry Date (YYY/MM/DD)				

## SECTION D- Applicable Method of Payment

### Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contact if:

- a) An accurate and complete invoice and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) All such documents have been verified by Canada;

The work performed has been accepted by Canada

## Authorization - Authorization

By signing this TA, the Project Authority and CBSA Contracting Authority; or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet et l'autorité contractante de l'ASFC; ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux attestent que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority –

Nom du chargé de projet \_\_\_\_\_

Signature **BELANGER KELLY** Digitally signed by BELANGER  
 KELLY  
 Date: 2021.05.12 06:24:00 -04'00'

Date \_\_\_\_\_

Name of CBSA Contracting Authority -  
 Nom de l'autorité contractante de ASFC

Stephen Alexander

Signature

**ALEXANDER STEPHEN** Digitally signed by ALEXANDER STEPHEN  
 Date: 2021.05.10 10:52:42 -04'00'

Name of PWGSC Contracting Authority (if required)-

Nom de l'autorité contractante de TPSGC (si requis) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor

Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

—

Signature \_\_\_\_\_

Date May 12, 2021

# STATEMENT OF WORK

## 1.0 TITLE

Project Manager Level 3 – for Projects and Service Management Directorate (PSMD).

## 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

PSMD has a requirement for a senior level Project Manager to perform project administration and coordination duties for Travellers projects.

## 3.0 BACKGROUND

The Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, the CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.

To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio



management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

PSMD is responsible for the delivery and management of several mission critical systems to manage the flow of persons and goods at border entry points.

This statement of work is for project management through the design, development, implementation, and delivery of innovative systems / initiatives under the responsibility of PSMD.

## **4.0 SCOPE OF THE WORK**

The contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations.

The senior level Project Manager will provide ongoing advice, guidance, input, as well as development and coordination with respect to project plans, reports and schedules, and will work closely with the project managers, directors and other executives, as well as the respective project teams.

Work on projects may be in any or all of the following stages: inception, identification, in the midst of work, or delivery.

## **5.0 TASKS**

Tasks may include, but will not be limited to the following:

- Establish and maintain a project schedule for technology components using a high level of expertise in MS Project
- Provide oversight of the ISTB project cost and schedule performance during the development, implementation and operations start-up. Interact with stakeholders and team members for developing and updating project schedule and resource requirements;
- Establish and maintain project risks and issues logs;
- Interact with stakeholders and team members to keep project risks and issues logs updated in order to supply project dashboards for senior management;
- Develop project work breakdown structures (WBS) for technology components and approved changes;
- Implement project schedule baseline for technology components and maintain history;
- Propose project planning and implementation strategies based on project priorities, dependencies and resource demand;

- Model schedule changes before updating the master schedule to determine impacts (what-if analysis);
- Formulate statements of project schedule, resource loading or cost problems; propose process for resolving these problems, and obtain approval to implement solutions;
- Create cost analysis reports either with MS Project, MS Excel or a combination of the two;
- Create MS Project Macros;
- Report progress of the technology components of the project on an ongoing basis and at scheduled points in the life cycle;
- Review and comment on all ISTB project deliverables from completion of Initiation to Implementation;
- Ensure timely completion of deliverables;
- Project plan sign-off.
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; and
- Work with a variety of project management tools including MS Project.
- 

## 6.0 DELIVERABLES

Deliverables for the duration of the contract may include, but will not be limited to the following:

- Resource is responsible for creating and maintaining the project schedule and to ensure that project deliverables are advancing as prescribed by the project manager.
- MS Project schedules updated weekly for the duration of the contract

Resource will provide oversight on:

- Document creation and reviews (ConOps, Ops Guide, CBSA T&Cs, Performance requirements and KPIs);
- Managing and review of the partner integration testing;
- Oversight, planning, installation and review of the SCED test implementation and developing recommendations to management on the way forward;
- Monitoring pilot operation and developing remedial plans on an ad-hoc basis (driven by feedback from partners and users);

- In addition to the above, the resource will also be responsible for work as described by the Project Director to support other projects, and will provide oversights on:
  - Statements of problems;
  - Procedures for the development and implementation processes;
  - Project objectives definitions;
  - Budgetary requirements;
  - Project team composition, roles and responsibilities;
  - Progress reports;
  - Stakeholder conference meetings;
  - Development of plans, charts, tables and diagrams; and
  - Knowledge transfer via presentations and list of key documents.

All deliverables are due based on the timelines as outlined in the project schedule in the standard format followed by CBSA Project Management and/or as defined by the Project Authority or their delegate. Deliverables are subject to change in accordance with the approved project schedule.

Additionally, the timelines for deliverable completion may change depending on the resource's anticipated start date.

Other common deliverables may include, but will not be limited to the following:

- Project documentation such as progress reports, deficiency reports, project forecasts, road maps; and post project review reports;
- Risk planning and risk analysis, risk management plans, and statement of requirements;
- Tracking against plans – including level of effort and resource estimation as part of IM/IT business planning;
- Trend analyses;
- Conceptual solution designs;
- Context models;
- Statements of requirements and functional requirements;

- Business process models;
- System user guides;
- Fit/Gap analyses;
- Critical path analysis;
- Standard operating procedures, user training materials and guides; and
- Resourcing strategies.

The Project Authority will provide a delivery date for each deliverable as required. Deliverable dates are subject to change in accordance with the approved project schedule(s) for the relevant projects.

Written or electronic submissions of documents must be provided utilizing Microsoft Office (MS-Word, MS-Excel and MS-PowerPoint or MS-Visio) as indicated by the Project Authority.

## **7.0 CLIENT SUPPORT**

The client will provide all documentation and information necessary for the work as well as equipment (laptop), email, systems' access and telephone capability.

## **8.0 LANGUAGE REQUIREMENTS**

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

## **9.0 WORK LOCATION**

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR);
- Use of collaborative work spaces; and/or
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

## **10.0 TRAVEL**

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. There is no travel requirement under this contract.

## **11.0 CONSTRAINTS**

(a) The Work must be performed within CBSA's normal working hours of 7:00 AM to 6:00 PM.

(b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47060-152116/001/EL				
Contractor Name / Nom du Contracteur : IBM Canada Limited				
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022000094	1000357637	1950 200 70	Apr 13, 2021	Apr 16, 2021

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Application/Software Architect, Specialty in IBM Integration Bus (IIB) – Enterprise Service Bus (ESB)	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

Provide CBSA with the technical expertise to design, develop, deploy and maintain both the Service Oriented Services' platform including the integration with an Enterprise Service Bus.

The Canada Border Services Agency (CBSA) is undertaking an ambitious transformation agenda in support of various initiatives and Border modernization efforts. The Information, Science and Technology Branch (ISTB) support these efforts with oversight and alignment of major capital projects and the associated information technology solutions.

In order to advance that agenda, ISTB has developed an enterprise vision to guide the planning, development, and implementation of enterprise IT assets to improve the management of its portfolio of systems, projects and services including the alignment of business solutions in portfolios for Travelers, Commercial, Common and Corporate projects.

The Enterprise Collaboration and Digital Services Directorate (ECDS) contributes to that transformation and is responsible to plan, facilitate, and architect the on-going transition to the SOA Platform Services (SOAPS), an Enterprise Building Block, in collaboration with its Service Delivery Agents (SDA). SOAPS will be leveraged by initiatives like Enterprise Resolution and Assessment Services (ERASS), Fuzzy Search Onboarding, Integration with IBQ, Dynamic Risking (DR), the Passengers Passage Protection (PPP) project, and the App/Mod initiative which consists of the migration of business applications to the Cloud.

Some of the key aspects of the ECDS work consists in providing and guiding the solution architecture leading to better technology decisions. That includes proper integration of SOAPS technical components with current infrastructure and systems while keeping the security, reliability, and scalability dimensions at the heart of our proposed solutions. Among other things, ECSD proposes solutions that leverage the existing Enterprise Service Bus (ESB), Business Rules Management System, and the orchestration of existing and future web services.

#### Tasks

The Contractor must provide the professional services to perform the following tasks and deliver the following project deliverables, first in draft format, to be followed by a final product incorporating the project manager (or their delegate's).

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

It is the Contractor's responsibility to identify the resources and the respective level of effort required to perform the following tasks and complete the following deliverables.

The Contractor may be required to perform, but not limited to, the following:

Provide CBSA with technical expertise and guidance on the following topics:

- Architecture that includes integration Enterprise Service Bus with other IBM SOA suite components (BPM, ODM Standard and Advanced) as well as with current and future CBSA information systems;
- Infrastructure and application architecture supporting high availability and disaster recovery;
- ESB security frameworks and integration with CBSA security policy and identity stores; and
- Architecture best practices and guidelines.

The following suggested delivery schedule should be considered by the Contractor in the development of their project plan (including the assignment of the resources and their respective level of effort). CBSA is willing to accept revisions to this schedule if justified by the Contractor.

The Contractor may be required to deliver, but not limited to, the following:

Review, comment and, if necessary, update the following documents using CBSA approved templates and notation:

- Review the FSS Onboarding strategy including the ones related to the ArriveCan integration with A2A in April 2021.
- Update Project plans for current and projected projects involving SOA implementation including applications scheduled for ERASS - From April to end of August 2021.
- Contribute to the API Management Framework and propose options to leverage APIs within the ERASS service within the context of the API Management Centre of Excellence (COE) – From April to end of August 2021.
- Update the SOAPS security framework documents – From April to end of August 2021.
- Develop best practices, guidelines, standards and procedure documentation for items listed in the task list using CBSA approved templates - From April to end of August 2021.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Apr 26, 2021

Initial End Date / Date de fin initiale :

August 30, 2021

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage :

Travel Not Required.

Work Location(s) / Lieu(x) de travail :

Work will be performed remotely and on a per needed basis in the National Capital Region at 333 North River Road, Ottawa.

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Application/Software Architect, Specialty in IBM Integration Bus (IIB) – Enterprise Service Bus (ESB)	3			

#### B. Estimated Cost / Coût estimatif



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
+ Application/Software Architect, Specialty in Integration Bus (IIB) – Enterprise Service Bus (ESB)	3			\$139,725.00
Estimated Cost / Coût estimatif				\$139,725.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	13.000		Applicable Taxes / Taxes applicables	\$18,164.25
Total Estimated Cost / Coût total estimatif				\$157,889.25

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

**SMITH KERRY** Digitally signed by SMITH KERRY  
Date: 2021.04.20 16:20:03 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature \_\_\_\_\_ Date **2021-04-20**





# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : 47060-152116/001/EL

Contractor Name / Nom du Contracteur : IBM CANADA LIMITED

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022000094	1000357637	195020070 - 2001 - 30700	Aug 3, 2021	Aug 12, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : 1

Reason for the Amendment / Raison pour la modification :

Increase the level of effort from (\$139,725.00) to (\$218,700.00), totalling (\$358,425.00)

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Christopher Armstrong Application/Software Architect	3		English / Anglais	Top Secret / Très secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : Apr 26, 2021

Initial End Date / Date de fin initiale : August 30, 2021

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

Jan 29, 2022

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Travel Requirement(s) / Exigence(s) de voyage : Travel not required.

Work Location(s) / Lieu(x) de travail : Work will be performed remotely and on a per needed basis in the National Capital Region at 333 North River Road, Ottawa.

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TACHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Application/Software Architect, Specialty in IBM Integration Bus (MB) - Enterprise Service Bus (ESB)	3				+
						-

## B. Estimated Cost / Cout estimatif

Category / Categorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Cout estimatif
+ Application/Software Architect, Specialty in Integration Bus (MB) - Enterprise Service Bus (ESB)	3			\$139,725.00
Application/Software Architect, Specialty in IBM Integration Bus (MB) - Enterprise Service Bus (ESB)	3			\$218,700.00
			Estimated Cost / Cout estimatif	\$358,425.00
Total Estimated Travel and Living Cost / Cout total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquees	15.000		Applicable Taxes / Taxes applicables	\$53,763.75
Total Estimated Cost / Cout total estimatif				\$412,188.75

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat. La limite d'autorisation du client est \$300,000.00. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

**SMITH KERRY**

Digitally signed by SMITH KERRY

Date: 2021.08.09 16:46:06 -04'00'

Name of Authorized Client / Nom du client autorisé

Date

Name of Contracting Authority / Nom de  
l'autorité contractante

Date

Signature

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre  
de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

August 12, 2021



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022000148	1000357723	190810070 / 2001 / 30700	2021-07-12	2021-07-13

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **001**

These resources have a key role on ArriveCan. The transition of ArriveCan to our production support team was suppose to happen in September but got delayed due to changing high priority requirements (due to the pandemic) driven by cabinet decisions. We are asking to extend until end of fiscal to ensure new requirements are delivered successfully and that the transition occurs. This amendment 001 is issued for the following changes:

- Extend TA end date from August 7, 2021 to March 31, 2022.
  - Change level of effort for (\$60,660) to (\$179,284), an increase by (\$118,624).
  - Change level of effort for (\$60,660) to (\$179,284), an increase by (\$118,624).
  - TA total value is changed from \$205,637.40 to \$473,727.64, and increase by \$268,090.24 (including taxes).
- All other terms and conditions remains unchanged.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **28-Apr-2021**

Initial End Date / Date de fin initiale : **07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**31-Mar-2022**

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

Travel outside the NCR required as and when requested

Work Location(s) / Lieu(x) de travail :

National Capital Region

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (1)					\$179,284.00
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (2)					\$60,660.00
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (3)					\$179,284.00
Estimated Cost / Coût estimatif					<b>\$419,228.00</b>
				HST	<b>\$54,499.64</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					
Total Estimated Cost / Coût total estimatif					<b>\$473,727.64</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme : <input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Technical Authority / Nom de l'autorité technique  
**YOUNG MEGAN**  
Digitally signed by YOUNG MEGAN  
Date: 2021.07.15 11:11:11 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante  
**Miller, Tracey**  
Digitally signed by Miller, Tracey  
DN: CN = Miller, Tracey C = CA O = GC OU = PWGSC-TPSGC  
Date: 2021.07.16 13:12:39 -04'00'

Signature

[If applicable, insert the following] Name of the representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

**LEGER TEAGAN**  
Digitally signed by LEGER TEAGAN  
DN: CN=Leger, Teagan, OU=PERSONNEL, CN=LEGER TEAGAN  
SERIALNUMBER=2021042083426302  
Reason: I agree to the terms defined by the placement of my signature in this document  
Location, your signing location here  
Date: 2021-07-14 12:55:50  
Date: 2021-07-14 12:55:50

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
<b>2022000148</b>	<b>1000357723</b>	190810070 / 2001 / 30700	2021-04-27	2021-04-28

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**29-Apr-2021**

Initial End Date / Date de fin initiale :

**07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

Travel outside the NCR required as and when requested

Work Location(s) / Lieu(x) de travail :

National Capital Region

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (1)					\$60,660.00
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (2)					\$60,660.00
B.6 BUSINESS SYSTEMS ANALYST LEVEL 3 (3)					\$60,660.00
Estimated Cost / Coût estimatif					<b>\$181,980.00</b>
				HST	<b>\$23,657.40</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					
Total Estimated Cost / Coût total estimatif					<b>\$205,637.40</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p>	
<p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>ANTONIO UTANO</p>		<p>Stephen Alexander</p>	
<p>27-Apr-21</p>			
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p>UTANO ANTONIO</p> <p>Digitally signed by UTANO ANTONIO Date: 2021.04.28 09:38:13 -04'00'</p>	<p>Date</p>	<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p>ALEXANDER STEPHEN</p> <p>Digitally signed by ALEXANDER STEPHEN Date: 2021.04.27 18:23:24 -04'00'</p>	<p>Date</p>
<p>Signature</p>		<p>Signature</p>	
<p>[if applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)</p>		<p>Date</p>	
<p>Signature</p>			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signataire de la personne autorisée à signer au nom de l'entrepreneur</p>	<p>Signature</p>	<p>Date</p>
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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-178445/005/ZQ			
<b>Task Authorization (TA) Number</b>	2022000206 /1000357631			
<b>Contractor's Name and Address</b>				
883746117PG004 MGIS Inc. 23 Ballyboy Street, Ottawa, Ontario, K2S2H1				
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$189,000.00		
<b>New TA Revision</b>				
TA Revision Number:		Amount to be increased or (decreased):		
Total Estimated Cost of Task (Applicable Taxes extra) after revisions:				
<b>Contract Security Requirements (as applicable)</b>				
This task includes security requirements.				
Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.				
Remarks: Secret Level				
<b>Required Work</b>				
<b>SECTION A – Task Description of the Work Required</b>				
As per attached statement of work.				
<b>Period of Service</b>	<b>From (Date)</b>	May 10, 2021	<b>To (Date)</b>	December 31, 2021
Work Location		The Contractor's resource will be required to adopt a flexible work arrangement, which may include one or more of the following: <ul style="list-style-type: none"> <li>Working on CBSA premises in the National Capital Region (NCR)</li> <li>Colocation / Shared office spaces</li> </ul> Working remotely (on the contractor's premises, the resources domicile, or another approved remote location)		
Travel Requirements		None		
Language Requirements		The contractor must be able to communicate orally and in writing in English without assistance and with minimal errors.		

## SECTION B – Applicable Basis of Payment

### TA subject to a Limitation of Expenditure

When the basis of payment specified in a TA authorized and issued on the Contact is limitation of expenditure, the Contractor will be reimbursed for the costs reasonable and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modification or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- a) When it is 75 percent committed, or
- b) Four (4) months before the final delivery date specified in the authorized TA, or
- c) As soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

Whichever comes first.

If the notification is for inadequate TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

## SECTION C - Cost Breakdown of Task

Category		Level of Expertise	Estimated Level Of Effort	Per Diem
3.8	Financial Specialist	Senior		
Name of Proposed Resource				
Security Certificate/Clearance Number				
Expiry Date (YYY/MM/DD)				

## SECTION D- Applicable Method of Payment

### Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a) An accurate and complete invoice and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) All such documents have been verified by Canada;

The work performed has been accepted by Canada



### Authorization - Autorization

By signing this TA, the Project Authority and CBSA Contracting Authority; or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet et l'autorité contractante ce l'ASFC; ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority –

Nom du chargé de projet \_\_\_\_\_

Signature **BELANGER KELLY** Digitally signed by BELANGER KELLY  
Date: 2021.05.13 09:17:45 -04'00'

Date \_\_\_\_\_

Name of CBSA Contracting Authority - **Stephen Alexander**  
Nom de l'autorité contractante de ASFC \_\_\_\_\_

**ALEXANDER STEPHEN** Digitally signed by ALEXANDER STEPHEN  
Date: 2021.05.06 19:23:41 -04'00'

Name of PWGSC Contracting Authority (if required)-

Nom de l'autorité contractante de TPSGC (si requis) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

### Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor

Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

\_\_\_\_\_

Signature\_ \_\_\_\_\_

Date **May 10, 2021**

# STATEMENT OF WORK

## 1.0 TITLE

Senior Financial Specialist, Level 3 – for Projects and Service Management Directorate (PSMD).

## 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

PSMD has a requirement for a senior level Financial Specialist to perform temporary financial management and advisory expertise in the areas of project resource management financial analysis, costing, planning, budgeting and reporting within PSMD.

## 3.0 BACKGROUND

The Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, the CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.

To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information

management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

PSMD is responsible for the delivery and management of several mission critical systems to manage the flow of persons and goods at border entry points.

This statement of work is for overall financial services and expertise in the areas of financial analysis, costing and planning, budgeting and reporting. Border.

## **4.0 SCOPE OF THE WORK**

The contractor must provide financial professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations

## **5.0 TASKS**

Tasks may include, but will not be limited to the following:

- Review and analyze current Memorandum of Cabinet and Treasury Board Submission costing process within ITSB
- Review and analyze current project costing including identifying ongoing costing at project onset and updating costing through project phases
- Review, analyze and recommend revision or updates to the annual Task Financial Authorization (TFA) process: initiation, tracking
- Review and update processes, as well as develop tools and templates to streamline those processes.
- Develop project work breakdown structures (WBS) for technology components and approved changes;
- Provide advice and expertise in the financial management area
- Review and analyze historical costing data and compare actuals with costing estimates
- Identify ISTB costing template requirements by consulting all applicable IT directorates and division and financial branches;
- Review and propose costing breakdown structures and artifacts where relevant;
- Design/propose commercial off shelf software (COTS) for new costing templates and plans Automate the conversion to Financial template for all releases;
- Provide advice and expertise in the financial management area as well ensure proposals align to current CBSA financial processes as lead by FCMB;
- Support and propose automated reporting solutions which are generated through an automated tool solution which captures costing estimates by ISTB stakeholders;
- RPC related reporting requirements as needed; and
- Propose costing model processes/procedures in collaboration with various stakeholders within CBSA while ensuring alignment to current policies/frameworks/methodologies.

## 6.0 DELIVERABLES

Deliverables for the duration of the contract may include, but will not be limited to the following:

- Work with IT project manager in PSMD to compile detailed and robust work packages and schedules for 2021-22 deliverables;
- Kick off meeting with ISTB OCIs, PSMD and lines of Business to discuss work packages;
- Drafts TFAs;
- Solicits feedback from OCIs;
- Update TFAs as required;
- Finalize TFAs;
- Obtain eRouting approvals;
- Manage project budgets – provide recommendations on project financial management that impact ISTB projects - ongoing
- Identify source of funds, forecasting and monitor actuals while monitoring variances between forecasts and year-end actual expenditures - ongoing
- Lead and monitor quarterly forecasting exercise using agency tools such as BPC, CAS and MAX- Monthly activity
- Hold financial working group meetings with the Directorate management team - Monthly
- Maintain trackers, budget control documentation and status logs - Ongoing
- Ensure Project expenditures are within budget allocations – March 31 2022
- Prepare financial briefings and reports for management – on a need basis
- Provide input on CBSA strategic and Corporate taskings such as the Integrated business plan. – On a need basis
- Complete all financial activities related to the project such as but not limited to WBS structures, budget transfers, allocations, JVs, and commitment reviews. Monthly
- Options Analysis Proposal – Coordinate the options analysis proposals in collaboration with Service Managers (SMs) prepared in MS Word format.
- VRF Impact/Costing Reports – Coordinate RPC reports VRFs and investment proposals and other related reports while ensuring collaboration with applicable stakeholders level impacts (costs and resource) and presented in MS Word format.
- Treasury Board (TB) Submission Costing – This is the costing for the technology component of CBSA projects or initiatives submitted to TB for funding. Typically includes a CBSA/TB costing spreadsheets (FCMB templates) supported by a narrative to be included in the TB Submission.
- MC Costing – This is the costing for the technology component of CBSA projects or initiatives submitted for funding via Memorandum to Cabinet (MC). Typically includes an order of magnitude CBSA costing spreadsheet (FCMB templates).
- Other documentation such as Briefing Notes, summaries, and proposed text for documents and meeting summaries.
- All written documentation and/or reports must be submitted in electronic format using Microsoft Office Suite as per the CBSA standard presentation.
- Each document shall adhere to CBSA documentation standards, including headers/footers and document numbers, and information management practices.

The Project Authority will provide a delivery date for each deliverable as required. Deliverable dates are subject to change in accordance with the approved project schedule(s) for the relevant projects.

Written or electronic submissions of documents must be provided utilizing Microsoft Office (MS-Word, MS-Excel and MS-PowerPoint or MS-Visio) as indicated by the Project Authority.

## **7.0 CLIENT SUPPORT**

The client will provide all documentation and information necessary for the work.

## **8.0 LANGUAGE REQUIREMENTS**

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

## **9.0 WORK LOCATION**

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR);
- Use of collaborative work spaces; and/or
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

## **10.0 TRAVEL**

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. There is no travel requirement under this contract.

TASK AUTHORIZATION (TA) FORM			
<b>Contractor:</b>	GCstrategies	<b>Contract Number:</b>	47419-202719/001/EL
<b>Commitment: #</b>	1000358167	<b>Financial Coding:</b>	190810030, 2001, 30700
<b>Task Number</b> (Amendment):	2022000265 (001)	<b>Issue Date:</b> June 29, 2021	<b>Response Require By:</b> June 29, 2021
<p><b>Statement of Work (Work Activities, Certifications and Deliverables):</b></p> <p>The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.</p> <p>Engendering trust in; the health and safety within Canada's air industry, safety at the front lines for Border Services Officers protective measures in-line with COVID and the need to address the risk due to the growth in low-value shipments (contact-less delivery) - the CBSA needs to react and adapt, leveraging IT to meet these needs.</p> <p>The focus area of this TA will be Implement modern risk assessment tools to support and enable predictive analytics to address the growing volumes of low-value shipments (contact-less delivery).</p> <p>CBSA will implement a Customs Strategy to address safety, security and revenue risks related to shipments. This is even more important during COVID as shipment quantities have increased dramatically and CBSA are dealing with very high levels of new unidentified shippers and receivers posing a risk to all Canadians. The Agency's traditional approach to risk assessment, threat identification, and the physical examination of goods which is unsustainable in the face of rising volumes and evolving smuggling methods during this pandemic, and it results in bottlenecks at the border as well as delays and unpredictability for trade chain partners. Out-dated business processes and a lack of system capacity to process large volumes of transactional data, coupled with regulatory gaps concerning advance data requirements for courier shipments, leave the Agency blind to potential safety and security risks and contribute to potential revenue loss, increased processing times, and system outages.</p> <p>The intent of this solution is to provide safe, digital, data driven and a secure alternative for CBSA to continue to conduct their business and fulfil their mandates during COVID. The solution will primarily reduce exposure of potential risk for front line Border Services Officers working with shipments entering Canada from abroad.</p> <p>This will involve work in the following technical areas; native mobile applications (both iOS and Android), Biometrics, Amazon Web Services (AWS) cloud services, predictive analytics, geolocation(remote border), Application Programming Interface (API) development, cyber security, credentials, electronic data manifest ingestion, architecture (mobile, security, cloud) and digitization of existing paper forms (and process).</p>			

## TASK AUTHORIZATION

### (TA) FORM

The Border Technology Innovation Directorate (BTID) has a requirement for

- two (2) Web Developers
- one (1) Mobile Architect
- two (2) Cloud Architect
- two (2) Data Engineers
- two (2) Data Architects
- two (2) iOS Developers
- two (2) Quality Assurance Specialist
- two (2) Project managers
- two (2) Business Analysts

#### Tasks

The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.

**Tasks include, but not be limited to the following:**

- Implement application audit and logging solution to meet Information Technology Security Guideline (ITSG) requirements
- Data exploration and statistical analysis to get a solid understanding of the underlying data and its characteristics
- Feature engineering to produce optimal input features to ensure maximum value in predictive capabilities
- Construction of multiple models to isolate specific threats (e.g. Opioids, Guns, etc.)
- Predictive model testing and evaluation to ensure the most appropriate model for the task at hand
- Predictive model validation and refinement to maximize the accuracy of the final models
- Model selection and operationalization for integration into the core system
- Automated retraining and deployment routines to avoid model drift and keep the AI informed with the latest data
- Human-in-the-loop design to provide critical guidance to the predictive models using reinforcement learning
- Automated model performance reports to validate predictions and performance over time
- Automated inspection prioritization output to deploy work packages to a BSO's mobile device with high risk targets for inspection, reporting and signoff
- Deploy secure APIs meeting open API standards and in line with TBS direction
- Develop data collection microservices
- Develop business rules microservices
- Develop a big data storage solution and data catalog.
- Implement an AWS cloud solution system integration strategy
- Deploy an internet of things (IOT) solution to collect data from handheld devices
- Create and bind meta data to objects for cataloging and ingestion into the data lake.

## TASK AUTHORIZATION

### (TA) FORM

- Deploy a Protected B Medium Availability Medium (PBMM) highly availability AWS cloud solution
- Support & Testing of passport quality photo capture following ISO/IEC 19794-5 guidelines
- Create a fully automated ingestion pipeline which can parse all incoming messages based on their types (CIMP, CXML, different versions, etc.), extraction of information, rejecting invalid messages and also pushing data in analytical layer for consumption.
- Incorporate the first prototype of AI code, which is highly based on commodity and commodity description aspects in gauging the risk of incoming parcels
- Create a first look of the front-end UI which was doing the very basic linkages to analytical layer.
- Attach Tableau to analytical layer.
- Implement user login integrated with CBSA's Active Directory (AD) including profile name and picture display
- Display not authorized message to any user attempting to access the portal without valid credentials
- Use of AWS services to retrieve sensitive information regarding AD configuration.
- Ensure API stays protected by having IP access restriction. Only the frontend application, CBSA HQ are able to query the API.
- Limit the main table display to list the latest 1000 shipment items each with a computed risk and indicators
- Add the possibility of filtering and sorting rows by clicking on a column header
- Implement a popup to view the raw message pertaining to the selected shipment
- Implement a popup to compare the raw message latest version with a specific version that the user can select with a dropdown list.
- Implement a details page to view all shipment information, risk indicators, and a detailed analysis narrative
- Implement Unit and Integration Tests to prevent system regression with new releases. Tests are being run every time new code is pushed in the code repository.
- Add AWS Application Insights as a logging and performance tool (in both Website and API applications). We can now have end-to-end traffic monitoring from the client website to the database itself, or to any other AWS
- Implement two automated pipelines (Web Application and API) compiling code every time it gets pushed into the development branch.
- Implement approval-based deployment on the Prototype environment. When the product owner is satisfied with the way the application is behaving on Staging environment, they can create and approve a deployment on Prototype for the same compiled version of the code. This way, we can guarantee that the version deployed on Prototype is 100% identical as the one on Staging.
- Created AWS Resource Management templates to ensure the AWS resources are in place and consistent. That way, we can quickly spin up another Environment (like Staging or Prototype) without interacting with AWS portal.
- Ensure that AWS application settings were being set by the deployment pipelines using AWS DevOps Pipeline variables.



## TASK AUTHORIZATION

### (TA) FORM

#### Web Developer

- Code screens for the workflow before and after the warehouse inspections
- Build a secure and performant API for consumption by both the web and mobile applications
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate web application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the web application and API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Mobile Architect

- Code screens for the workflow for BSOs while at the warehouse
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate mobile application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the mobile components of the API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Cloud Architect

- Assist in technical research for component selection during initial phases
- Advise on best practices for implementation across the entire AWS stack
- Work on prototypes for component integration
- Assist in code reviews where needed
- Help to remove technical blockers where required
- Contribute to scrum activities

#### Data Engineering

- Build and document the ingestion platform for courier data
- Design and develop storage models for incoming courier data
- Assist with identification and ingestion of 3<sup>rd</sup> party data sets
- Write data quality validation routines for incoming data
- Write cleansing, merging and transformation routines for all data sets
- Work with Data Science to generate training sets
- Design and develop storage models for consumer applications
- Create loading routines to transfer data into the consumer data stores
- Oversee data pipeline performance and advise and assist with load testing
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities

## TASK AUTHORIZATION

### (TA) FORM

- Produce code documentation

#### Data Architect

- Collect and analyse input data
- Discuss and recommend 3<sup>rd</sup> party datasets for model improvement
- Build POC algorithms for multiple use cases (drugs, guns, etc.)
- Build out multiple approaches to solve the problems
- Generate and validate the results for each approach
- Select the best performing model and refine and solidify the implementation
- Produce a report detailing the approaches taken, the selected approach, and reasoning
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Work with Data Engineering to ensure performance on any implemented models
- Contribute to scrum activities
- Produce code documentation
- Machine Learning OPS
  - Provide AWS Sagemaker support for MLops activities
  - Provide Application development for algorithm operationalization
  - Provide Data lineage, management and audit in Cloud
  - Provide MLops support in the AWS suite
  - Expose API - API Gateway, AWS Lambda, Amazon SageMaker, Amazon ECR, Amazon S3, ...
  - Assists in the creation of the CI/CD pipeline - code commit, gitlab
  - Develops the infrastructure for Logging and Monitoring - cloudwatch, cloud
  - Setup Ongoing maintenance infrastructure

#### Mobile iOS Developers

- Develop the mobile application for iOS
- Create native iOS application
- Code screens for the workflow during the warehouse inspections
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate mobile application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the web application and API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Quality Assurance Specialist

- Write test plans for testable components
- Write test scripts for individual pieces of functionality
- Advise on automated testing procedures
- Execute test plans and record and report on results
- Perform smoke tests on any newly released code
- Devise, implement, and execute integration tests

## TASK AUTHORIZATION

### (TA) FORM

- Devise, implement, and execute regressions tests
- Devise, implement, and execute load tests

#### Project manager

- Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools
- Analysis and development of business "critical success factors"
- Analysis and development of architecture requirements design, process development, process mapping and training

#### Business Analyst

- Review business requirements to include data elements, data formats and validation rules
- Maintain the requirements traceability matrix
- Act as the Subject Matter Expert on requirements for the technical team
- Participate in testing to review the app and ensure requirements are met
- Ensure business requirements are clear and defined. Convert business requirements into technical language and communicate requirements to the Development team
- Translating technology features and defects into business language for the client
- Ensure requirements are accessibility reviewed, approved and prioritized
- Document requirements and user stories within DevOps tickets for developers and testers
- Ensure tickets are complete attaching all relevant documentation
- Communicate changes to requirements and maintain DevOps tickets as requirements are updated

#### **Deliverables**

The Contractor(s) must provide build, implement and provide a solution that will include:

- DevOps continuous integration / continuous deployment (CI/CD) across all platforms
- Courier Onboarding, Data Receipt and Transmission
- System Documentation
- Logs and Alerts with Automated actions
- Proactive & Smart Random Examinations administration
- Target Threshold administration
- Bond Room Ledger integration
- Port Hierarchy administration
- Trusted Vendor administration
- User Profile Sync administration

## TASK AUTHORIZATION (TA) FORM

- Manifest Grouping by Day and Courier
- Mobile Supported Devices / Platforms
- Predictive Algorithms
- Knowledge transfer to CBSA IT Solutions and Operations directorate
- Knowledge transfer to eventual resources coming from RFP to replace COVID2 contract

**Amendment 001:** This amendment is to decommit days/funding for the following resources as interim deliverables have been met and dependencies on other deliverables exists which will not be completed by June 28<sup>th</sup>, 2021. This will allow funds to be released back into the contract to support other COVID 19 requirements. As all work originally planned on this TA is completed, we need to decommit the remaining funds to create a new TA with tasks and deliverables.

- decommit (\$42,405). Change from (\$60,000) to (\$17,595).
- decommit (\$6,000). Change from (\$60,000) to (\$54,000).
- (\$16,900). Change from (\$36,400) to (\$19,500).
- decommit (\$23,400). Change from (\$53,300) to (\$29,900).
- decommit (\$12,000). Change from (\$49,200) to (\$37,200).

The total TA value is reduced from \$889,400 (\$1,005,022 with HST) to \$788,695 (\$891,225.35 with HST).

All other terms and conditions remains unchanged.

<b>2. Period of Service:</b>	<b>From (Date)</b>	May 22nd, 2021	<b>To (Date)</b>	June 28, 2021
<b>3. Work Location:</b>	National Capital Area or remotely			
<b>4. Travel Requirements:</b>	N/A			
<b>5. Language Requirement:</b>	English			
<b>6. Other Conditions/Constraints:</b>				
<b>7. Level of Security Clearance required for the Contractor Personnel:</b>	Reliability			
<b>8. Contractor's Response:</b>				
<b>Category and Name of Proposed Resource</b>	<b>PWGSC Security File Number</b>	<b>Per Diem Rate</b>	<b>Estimated # of Days</b>	<b>Total Cost</b>

TASK AUTHORIZATION (TA) FORM		
Data Architect (MLOPS)		\$17,595.00
Data Architect (MLOPS)		\$54,000.00
Cloud Architect		\$60,000.00
Mobile Architect		\$52,000.00
Quality Assurance Specialist		\$44,000.00
Quality Assurance Specialist		\$44,000.00
iOS Developer		\$49,200.00
Data Engineer		\$61,500.00
iOS Developer		\$49,200.00
Web Developer		\$49,200.00

TASK AUTHORIZATION (TA) FORM			
Web Developer			\$49,200.00
Data Engineer			\$61,500.00
Cloud Architect			\$61,500.00
Project Manager			\$19,500.00
Project Manager			\$29,900.00
Business Analyst			\$49,200.00
Business Analyst			\$37,200.00
		<b>Estimated Cost</b>	<b>\$788,695.00</b>
		<b>Applicable Taxes</b>	<b>\$102,530.35</b>
		<b>Total Labour Cost</b>	<b>\$891,225.35</b>
		<b>Total Travel &amp; Living Cost</b>	<b>N/A</b>
		<b>Firm Price or Maximum TA Price</b>	<b>\$891,225.35</b>
<b>Contractor's Signature</b>			

TASK AUTHORIZATION (TA) FORM	
<p>Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)</p>          	<p>Signature:</p>          <p>Date: July 6<sup>th</sup>, 2021</p>
<b>Approval – Signing Authority</b>	
<p style="text-align: center;"><b>Signatures (Client)</b></p> <p>Name, Title and Signature of Individual Authorized to sign:</p>   <p>Technical Authority:</p> <p><b>YOUNG</b></p> <p><b>MEGAN</b></p> <hr/> <p>Date:</p>   <p>CBSA Procurement:</p> <p><b>LECLAIR</b></p> <p><b>MEAGAN</b></p> <hr/> <p>Date:</p>   	<p style="text-align: center;"><b>Signatures (PWGSC)</b></p> <p>Contracting Authority <sup>1</sup>:</p> <p><b>Durigan,</b></p> <p><b>Angela</b></p> <p><b>M</b></p> <hr/> <p>Date:</p>   

Digitally signed by YOUNG  
 MEGAN  
 Date: 2021.07.13 23:04:19  
 -04'00'

Digitally signed by LECLAIR MEAGAN  
 DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
 CN=LECLAIR MEAGAN +  
 SERIALNUMBER=2017348101939252  
 Reason: I am the author of this document  
 Location: your signing location here  
 Date: 2021-07-14 08:38:13  
 Foxit PhantomPDF Version: 10.0.1

Digitally signed by:  
 Durigan, Angela M  
 DN: CN = Durigan,  
 Angela M C = CAO =  
 GC OU = PWGSC-  
 TPSGC  
 Date: 2021.07.15 17:46:  
 18 -04'00'

<p style="text-align: center;"><b>TASK AUTHORIZATION</b></p> <p style="text-align: center;"><b>(TA) FORM</b></p>
<p><sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.</p>
<p>You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.</p>



TASK AUTHORIZATION (TA) FORM			
Contractor:	GCstrategies	Contract Number:	47419-202719/001/EL
Commitment: #	1000358167	Financial Coding:	190810030, 2001, 30700
Task Number (Amendment):	2022000265	Issue Date: May 21, 2021	Response Require By: May 25, 2021
<p><b>Statement of Work (Work Activities, Certifications and Deliverables):</b></p> <p>The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.</p> <p>Engendering trust in; the health and safety within Canada's air industry, safety at the front lines for Border Services Officers protective measures in-line with COVID and the need to address the risk due to the growth in low-value shipments (contact-less delivery) - the CBSA needs to react and adapt, leveraging IT to meet these needs.</p> <p>The focus area of this TA will be Implement modern risk assessment tools to support and enable predictive analytics to address the growing volumes of low-value shipments (contact-less delivery).</p> <p>CBSA will implement a Customs Strategy to address safety, security and revenue risks related to shipments. This is even more important during COVID as shipment quantities have increased dramatically and CBSA are dealing with very high levels of new unidentified shippers and receivers posing a risk to all Canadians. The Agency's traditional approach to risk assessment, threat identification, and the physical examination of goods which is unsustainable in the face of rising volumes and evolving smuggling methods during this pandemic, and it results in bottlenecks at the border as well as delays and unpredictability for trade chain partners. Out-dated business processes and a lack of system capacity to process large volumes of transactional data, coupled with regulatory gaps concerning advance data requirements for courier shipments, leave the Agency blind to potential safety and security risks and contribute to potential revenue loss, increased processing times, and system outages.</p> <p>The intent of this solution is to provide safe, digital, data driven and a secure alternative for CBSA to continue to conduct their business and fulfil their mandates during COVID. The solution will primarily reduce exposure of potential risk for front line Border Services Officers working with shipments entering Canada from abroad.</p> <p>This will involve work in the following technical areas; native mobile applications (both iOS and Android), Biometrics, Amazon Web Services (AWS) cloud services, predictive analytics, geolocation(remote border), Application Programming Interface (API) development, cyber security, credentials, electronic data manifest ingestion, architecture (mobile, security, cloud) and digitization of existing paper forms (and process).</p>			

TASK AUTHORIZATION (TA) FORM
<p>The Border Technology Innovation Directorate (BTID) has a requirement for</p> <ul style="list-style-type: none"><li>• two (2) Web Developers</li><li>• one (1) Mobile Architect</li><li>• two (2) Cloud Architect</li><li>• two (2) Data Engineers</li><li>• two (2) Data Architects</li><li>• two (2) iOS Developers</li><li>• two (2) Quality Assurance Specialist</li><li>• two (2) project managers</li><li>• two (2) Business Analysts</li></ul>
<p><b>Tasks</b></p> <p>The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.</p> <p><b>Tasks include, but not be limited to the following:</b></p> <ul style="list-style-type: none"><li>• Implement application audit and logging solution to meet Information Technology Security Guideline (ITSG) requirements</li><li>• Data exploration and statistical analysis to get a solid understanding of the underlying data and its characteristics</li><li>• Feature engineering to produce optimal input features to ensure maximum value in predictive capabilities</li><li>• Construction of multiple models to isolate specific threats (e.g. Opioids, Guns, etc.)</li><li>• Predictive model testing and evaluation to ensure the most appropriate model for the task at hand</li><li>• Predictive model validation and refinement to maximize the accuracy of the final models</li><li>• Model selection and operationalization for integration into the core system</li><li>• Automated retraining and deployment routines to avoid model drift and keep the AI informed with the latest data</li><li>• Human-in-the-loop design to provide critical guidance to the predictive models using reinforcement learning</li><li>• Automated model performance reports to validate predictions and performance over time</li><li>• Automated inspection prioritization output to deploy work packages to a BSO's mobile device with high risk targets for inspection, reporting and signoff</li><li>• Deploy secure APIs meeting open API standards and in line with TBS direction</li><li>• Develop data collection microservices</li><li>• Develop business rules microservices</li><li>• Develop a big data storage solution and data catalog.</li><li>• Implement an AWS cloud solution system integration strategy</li><li>• Deploy an internet of things (IOT) solution to collect data from handheld devices</li><li>• Create and bind meta data to objects for cataloging and ingestion into the data lake.</li></ul>

TASK AUTHORIZATION (TA) FORM
<ul style="list-style-type: none"><li>• Deploy a Protected B Medium Availability Medium (PBMM) highly availability AWS cloud solution</li><li>• Support &amp; Testing of passport quality photo capture following ISO/IEC 19794-5 guidelines</li><li>• Create a fully automated ingestion pipeline which can parse all incoming messages based on their types (CIMP, CXML, different versions, etc.), extraction of information, rejecting invalid messages and also pushing data in analytical layer for consumption.</li><li>• Incorporate the first prototype of AI code, which is highly based on commodity and commodity description aspects in gauging the risk of incoming parcels</li><li>• Create a first look of the front-end UI which was doing the very basic linkages to analytical layer.</li><li>• Attach Tableau to analytical layer.</li><li>• Implement user login integrated with CBSA's Active Directory (AD) including profile name and picture display</li><li>• Display not authorized message to any user attempting to access the portal without valid credentials</li><li>• Use of AWS services to retrieve sensitive information regarding AD configuration.</li><li>• Ensure API stays protected by having IP access restriction. Only the frontend application, CBSA HQ are able to query the API.</li><li>• Limit the main table display to list the latest 1000 shipment items each with a computed risk and indicators</li><li>• Add the possibility of filtering and sorting rows by clicking on a column header</li><li>• Implement a popup to view the raw message pertaining to the selected shipment</li><li>• Implement a popup to compare the raw message latest version with a specific version that the user can select with a dropdown list.</li><li>• Implement a details page to view all shipment information, risk indicators, and a detailed analysis narrative</li><li>• Implement Unit and Integration Tests to prevent system regression with new releases. Tests are being run every time new code is pushed in the code repository.</li><li>• Add AWS Application Insights as a logging and performance tool (in both Website and API applications). We can now have end-to-end traffic monitoring from the client website to the database itself, or to any other AWS</li><li>• Implement two automated pipelines (Web Application and API) compiling code every time it gets pushed into the development branch.</li><li>• Implement approval-based deployment on the Prototype environment. When the product owner is satisfied with the way the application is behaving on Staging environment, they can create and approve a deployment on Prototype for the same compiled version of the code. This way, we can guarantee that the version deployed on Prototype is 100% identical as the one on Staging.</li><li>• Created AWS Resource Management templates to ensure the AWS resources are in place and consistent. That way, we can quickly spin up another Environment (like Staging or Prototype) without interacting with AWS portal.</li><li>• Ensure that AWS application settings were being set by the deployment pipelines using AWS DevOps Pipeline variables.</li></ul>

## TASK AUTHORIZATION

### (TA) FORM

#### Web Developer

- Code screens for the workflow before and after the warehouse inspections
- Build a secure and performant API for consumption by both the web and mobile applications
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate web application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the web application and API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Mobile Architect

- Code screens for the workflow for BSOs while at the warehouse
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate mobile application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the mobile components of the API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Cloud Architect

- Assist in technical research for component selection during initial phases
- Advise on best practices for implementation across the entire AWS stack
- Work on prototypes for component integration
- Assist in code reviews where needed
- Help to remove technical blockers where required
- Contribute to scrum activities

#### Data Engineering

- Build and document the ingestion platform for courier data
- Design and develop storage models for incoming courier data
- Assist with identification and ingestion of 3<sup>rd</sup> party data sets
- Write data quality validation routines for incoming data
- Write cleansing, merging and transformation routines for all data sets
- Work with Data Science to generate training sets
- Design and develop storage models for consumer applications
- Create loading routines to transfer data into the consumer data stores
- Oversee data pipeline performance and advise and assist with load testing
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities

TASK AUTHORIZATION (TA) FORM	
<ul style="list-style-type: none"> <li>Produce code documentation</li> </ul>	
Data Architect	
<ul style="list-style-type: none"> <li>Collect and analyse input data</li> <li>Discuss and recommend 3<sup>rd</sup> party datasets for model improvement</li> <li>Build POC algorithms for multiple use cases (drugs, guns, etc.)</li> <li>Build out multiple approaches to solve the problems</li> <li>Generate and validate the results for each approach</li> <li>Select the best performing model and refine and solidify the implementation</li> <li>Produce a report detailing the approaches taken, the selected approach, and reasoning</li> <li>Advise and contribute to a Continuous Integration and Deployment pipeline</li> <li>Work with Data Engineering to ensure performance on any implemented models</li> <li>Contribute to scrum activities</li> <li>Produce code documentation</li> <li>Machine Learning OPS               <ul style="list-style-type: none"> <li>Provide AWS Sagemaker support for MLops activities</li> <li>Provide Application development for algorithm operationalization</li> <li>Provide Data lineage, management and audit in Cloud</li> <li>Provide MLops support in the AWS suite</li> <li>Expose API - API Gateway, AWS Lambda, Amazon SageMaker, Amazon ECR, Amazon S3, ...</li> <li>Assists in the creation of the CI/CD pipeline - code commit, gitlab</li> <li>Develops the infrastructure for Logging and Monitoring - cloudwatch, cloud</li> <li>Setup Ongoing maintenance infrastructure</li> </ul> </li> </ul>	
Mobile iOS Developers	
<ul style="list-style-type: none"> <li>Develop the mobile application for iOS</li> <li>Create native iOS application</li> <li>Code screens for the workflow during the warehouse inspections</li> <li>Code functionality for data retrieval to feed the application</li> <li>Code form and functionality for data updates to track an item through its lifecycle</li> <li>Integrate mobile application with authentication and authorization components from CBSA</li> <li>Advise on and assist with application hosting and scaling on AWS</li> <li>Advise on and assist with load testing and failover testing for the web application and API</li> <li>Advise and contribute to a Continuous Integration and Deployment pipeline</li> <li>Contribute to scrum activities</li> <li>Produce code documentation</li> </ul>	
Quality Assurance Specialist	
<ul style="list-style-type: none"> <li>Write test plans for testable components</li> <li>Write test scripts for individual pieces of functionality</li> <li>Advise on automated testing procedures</li> <li>Execute test plans and record and report on results</li> <li>Perform smoke tests on any newly released code</li> <li>Devise, implement, and execute integration tests</li> </ul>	

TASK AUTHORIZATION (TA) FORM
<ul style="list-style-type: none"> <li>• Devise, implement, and execute regressions tests</li> <li>• Devise, implement, and execute load tests</li> </ul>
<p>Project manager</p> <ul style="list-style-type: none"> <li>• Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof</li> <li>• Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team</li> <li>• Report progress of the project on an ongoing basis and at scheduled points in the life cycle</li> <li>• Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved</li> <li>• Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools</li> <li>• Analysis and development of business "critical success factors"</li> <li>• Analysis and development of architecture requirements design, process development, process mapping and training</li> </ul>
<p>Business Analyst</p> <ul style="list-style-type: none"> <li>• Review business requirements to include data elements, data formats and validation rules</li> <li>• Maintain the requirements traceability matrix</li> <li>• Act as the Subject Matter Expert on requirements for the technical team</li> <li>• Participate in testing to review the app and ensure requirements are met</li> <li>• Ensure business requirements are clear and defined. Convert business requirements into technical language and communicate requirements to the Development team</li> <li>• Translating technology features and defects into business language for the client</li> <li>• Ensure requirements are accessibility reviewed, approved and prioritized</li> <li>• Document requirements and user stories within DevOps tickets for developers and testers</li> <li>• Ensure tickets are complete attaching all relevant documentation</li> <li>• Communicate changes to requirements and maintain DevOps tickets as requirements are updated</li> </ul>
<p><b><u>Deliverables</u></b></p> <p>The Contractor(s) must provide build, implement and provide a solution that will include:</p> <ul style="list-style-type: none"> <li>• DevOps continuous integration / continuous deployment (CI/CD) across all platforms</li> <li>• Courier Onboarding, Data Receipt and Transmission</li> <li>• System Documentation</li> <li>• Logs and Alerts with Automated actions</li> <li>• Proactive &amp; Smart Random Examinations administration</li> <li>• Target Threshold administration</li> <li>• Bond Room Ledger integration</li> <li>• Port Hierarchy administration</li> </ul>

TASK AUTHORIZATION (TA) FORM				
<ul style="list-style-type: none"> <li>• Trusted Vendor administration</li> <li>• User Profile Sync administration</li> <li>• Manifest Grouping by Day and Courier</li> <li>• Mobile Supported Devices / Platforms</li> <li>• Predictive Algorithms</li> <li>• Knowledge transfer to CBSA IT Solutions and Operations directorate</li> <li>• Knowledge transfer to eventual resources coming from RFP to replace COVID2 contract</li> </ul>				
2. Period of Service:	From (Date)	May 22nd, 2021	To (Date)	June 28, 2021
3. Work Location:	National Capital Area or remotely			
4. Travel Requirements:	N/A			
5. Language Requirement:	English			
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:	Reliability			
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Data Architect (MLOPS)				\$60,000.00
Data Architect (MLOPS)				\$60,000.00
Cloud Architect				\$60,000.00
Mobile Architect				\$52,000.00
Quality Assurance Specialist				\$44,000.00

TASK AUTHORIZATION		
(TA) FORM		
Quality Assurance Specialist		\$44,000.00
iOS Developer		\$49,200.00
Data Engineer		\$61,500.00
iOS Developer		\$49,200.00
Web Developer		\$49,200.00
Web Developer		\$49,200.00
Data Engineer		\$61,500.00
Cloud Architect		\$61,500.00
Project Manager		\$36,400.00
Project Manager		\$53,300.00
Business Analyst		\$49,200.00
Business Analyst		\$49,200.00
	Estimated Cost	\$889,400.00
	Applicable Taxes	\$115,622.00
	Total Labour Cost	\$1,005,022.00
	Total Travel & Living Cost	N/A
	Firm Price or Maximum TA Price	\$1,005,022.00
Contractor's Signature		



TASK AUTHORIZATION (TA) FORM	
Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)	Signature:  Date: <i>MAY 21, 2021</i>
Approval – Signing Authority	
<b>Signatures (Client)</b> Name, Title and Signature of Individual Authorized to sign:  Technical Authority: <b>UTANO ANTONIO</b> <small>Digitally signed by UTANO ANTONIO Date: 2021.05.21 15:29:38 -04'00'</small>  Date: _____  CBSA Procurement:  <u>Stephen Alexander</u>  Date: <b>ALEXANDER STEPHEN</b> <small>Digitally signed by ALEXANDER STEPHEN Date: 2021.05.21 15:17:29 -04'00'</small>	<b>Signatures (PWGSC)</b>  Contracting Authority 1: <b>Bastien, Josee</b> <small>Digitally signed by: Bastien, Josee DN: CN = Bastien, Josee C = CA O = GC OU = PWGSC-TPSGC Date: 2021.05.25 08:03:05 -04'00'</small>  Date: _____  _____
<sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.	
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47419-198132/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>TEKSYSTEMS CANADA CORP.</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
<b>2022000595</b>	<b>1000358045</b>	CC: 190830000, Fund: 2001, Functional Area: 30700	<b>2021-04-30</b>	<b>2021-05-04</b>

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Architect - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
<b>See attached / Voir pièce jointe</b>			
See attached / Voir pièce jointe			

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :	<b>09-Jun-2021</b>	Initial End Date / Date de fin initiale :	<b>08-Jun-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)		Status / Statut	
		<input type="radio"/> In Effect / en vigueur	
		<input type="radio"/> In Effect / en vigueur	
Travel Requirement(s) / Exigence(s) de voyage n/a			
Work Location(s) / Lieu(x) de travail :		NCR - Work remotely off site	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.2 Business Architect - Level 3					\$282,000.00
Estimated Cost / Coût estimatif					<b>\$282,000.00</b>
Applicable Taxes					<b>\$36,660.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$318,660.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p><u>Christiane Frem</u> <u>June 7, 2021</u></p> <p>Name of Technical Authority / Nom de l'autorité techn Date</p> <p><i>Christiane Frem</i></p> <p>Signature</p>	<p><u>Silvana Mansour</u> <u>June 7, 2021</u></p> <p>Name of Contracting Authority / Nom de l'autorité contractante Date</p> <p><u>Mansour, Silvana</u></p> <p>Digitally signed by Mansour, Silvana Date: 2021.06.07 11:55:32 -04'00'</p> <p>Signature</p>		
<p><u>Evan Bradshaw</u> <u>June 7, 2021</u></p> <p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p> <p><b>BRADSHAW EVAN</b></p> <p>Digitally signed by BRADSHAW EVAN DN: C=ca, O=gcra-adrc, OU=PERSONNEL, CN=BRADSHAW EVAN SERIALNUMBER=2020342163158583 Reason: I am the author of this document Location: your signing location here Date: 2021-06-07 09:34:11 Evan Bradshaw Version: 10.0.1</p> <p>Signature</p>			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		<u>June 7, 2021</u>	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		Signature	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022000671	1000357739	190810040 - C00049-21	June 1 2021	June 3 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification:

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : **07-Jun-2021**

Initial End Date / Date de fin initiale : **07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **None**

Work Location(s) / Lieu(x) de travail : **National Capital Region / Remote**

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect Level 3					\$37,395.00
Estimated Cost / Coût estimatif					<b>\$37,395.00</b>
				HST	\$4,861.35
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$42,256.35</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Christiane Frem

June 3, 2021

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

*Christiane Frem*

Signature

Signature

**LEGER  
TEAGAN**

Digitally signed by LEGER TEAGAN  
DN: C=ca, O=PWGSC, OU=PERSONNEL, CN=LEGER TEAGAN +  
SERIALNUMBER=2021042003420302  
Reason: I agree to the terms defined by the  
placement of my signature in this document  
Location: your signing location here  
Date: 2021.06.03 15:46:53  
Font: PhantomPDF Version: 10.0.1

[If applicable, insert the following] Name of the representative from CBSA Procurement

Date

[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /

Signature

Date

Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur



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Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
<b>2022000671</b>	<b>1000357739</b>	190810040 / 2001 / 30700 / C00049-21	<b>7/7/2021</b>	<b>7/8/2021</b>

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **001**

Reason for the Amendment / Raison pour la modification:

The work required was initially intended for a full year but at the creation of the TA we could not issue a full year TA due to the limits on the contract end date. Now that the contract 1st year option has been enacted, we can now extend the TA. Amendment 001 to TA 2022000671 is required to meet the requirements of the department and handle the continuation of the project requirements of Secure Corridor. SOW remains unchanged.

This amendment is issued with the following changes:

1. Extend contract end date from Aug 7, 2021 to Aug 7, 2022.

2. Increase level of effort from : (\$37,395 + HST) to : (\$220,215 + HST), an increase by (\$182,820 + HST).

All other terms and conditions remains unchanged.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **07-Jun-2021**

Initial End Date / Date de fin initiale : **07-Aug-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**07-Aug-2022**

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **None**

Work Location(s) / Lieu(x) de travail : **National Capital Region / Remote**

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect Level 3					\$220,215.00
Estimated Cost / Coût estimatif					<b>\$220,215.00</b>
				HST	\$28,627.95
Total Estimated Cost / Coût total estimatif					<b>\$248,842.95</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Technical Authority / Nom de l'autorité technique  
Date  
YOUNG MEGAN  
Digitally signed by YOUNG MEGAN  
Date: 2021.08.05 10:14:51 -04'00'

Name of Contracting Authority / Nom de l'autorité contractante  
Date

Signature

Signature

**LEGER TEAGAN**  
Digitally signed by LEGER TEAGAN  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LEGER TEAGAN +  
SERIALNUMBER=2021042083426302  
Reason: I agree to the terms defined by the placement of my signature in this document  
Location: your signing location here  
Date: 2021-08-05 10:21:40  
Foxit PhantomPDF Version: 10.0.1  
[If applicable, insert the following] Name of representative from CBSA Procurement  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b></p> <p>Signature</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p><b>STLOUIS CATHERINE</b></p> <p>Digitally signed by STLOUIS CATHERINE Date: 2021.05.28 14:34:30 -04'00'</p> <p>Signature</p>	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p>Signature</p>		<p>Date</p>	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Date</p> <p><b>Apr. 30, 2021</b></p>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	<b>47060-197627/002</b>			
Contractor Name / Nom du Contracteur :	<b>Adirondack</b>			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000357521	190830010/30700/2001/74907	2021-03-19	2021-03-26

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale : **01-Jun-2021** Initial End Date / Date de fin initiale : **31-May-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : n/a

Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 2					\$218,400.00
Estimated Cost / Coût estimatif					<b>\$218,400.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$28,392.00
Total Estimated Cost / Coût total estimatif					<b>\$246,792.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
<div style="font-size: 2em; font-weight: bold; margin-bottom: 10px;">SHEIKH</div> <div style="font-size: 2em; font-weight: bold; margin-bottom: 10px;">ALI</div> <div style="border-top: 1px solid black; padding-top: 5px;">           Digitally signed by  <b>SHEIKH ALI</b>            Date: 2021.03.18            12:44:33 -04'00'         </div>		<div style="border-top: 1px solid black; padding-top: 5px;">           Digitally signed by STLOUIS  <b>CATHERINE</b>            Date: 2021.05.28 14:36:39 -04'00'         </div>	
Name of Technical Authority / Nom de l'autorité technique _____ Date _____		Name of Contracting Authority / Nom de l'autorité contractante _____ Date _____	
Signature _____		Signature _____	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC _____ Date _____		Signature _____	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<div style="border-top: 1px solid black; padding-top: 5px;">           Name and Title of individual authorized to sign on behalf of the Contractor /            Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur         </div>		Signature _____	Date <b>March 18, 2021</b>
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales


Contract Number / Numéro du contrat : <b>47419-198132/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>TEKSystems Canada Corporation</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
<b>2022001346</b>	<b>1000358169</b>	Cost Centre: 190840030 Funds: 2001 Functional Area: 30700	<b>May 7, 2021</b>	<b>11-May-2021</b>

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
B.2 Business Architect		English Essential	Reliability

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe **X**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **10-Jun-2021** Initial End Date / Date de fin initiale : **31-May-2023**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage n/a

Work Location(s) / Lieu(x) de travail : **Canada**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.2 Business Architect					\$564,000.00
Estimated Cost / Coût estimatif					<b>\$564,000.00</b>
Applicable Taxes					<b>\$73,320.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					<b>\$637,320.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Christiane Frem

June 7, 2020

Silvana Mansour

June 7, 2021

Name of Technical Authority / Nom de l'autorité technique Date

Name of Contracting Authority / Nom de l'autorité contractante Date

*Christiane Frem*

Signature

Mansour, Silvana

Digitally signed by Mansour,  
Silvana  
Date: 2021.06.07 15:01:56 -04'00'

Signature

Teagan Léger

June 7, 2021

Name of the representative from Canada Border Services Agency Date

Nom du représentant de l'Agence des services frontaliers du Canada

**LEGER  
TEAGAN**

Digitally signed by LEGER TEAGAN  
DN: cn=CA, Org=, OU=CCRA-ASFC,  
OU=PERSONNEL, cn=LEGER TEAGAN  
+ SERIALNUMBER=2021042083426302  
Reason: I agree to the terms defined by the  
placement of my signature in this document  
Date: 2021-06-07 15:20:55  
Firma: Fournisseur/ASFC - 10.0.1

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		2021-05-11
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47060-197627/002</b>				
Contractor Name / Nom du Contracteur : <b>Adirondack</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000358136	192040095	2021-05-13	2021-05-24

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Architect Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	<b>14-Jun-2021</b>	Initial End Date / Date de fin initiale :	<b>14-Jun-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage :	n/a		
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario		

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Business Architect Level 3					\$276,000.00
Estimated Cost / Coût estimatif					<b>\$276,000.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$35,880.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$311,880.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Jeff Carr

Name of Technical Authority / Nom de l'autorité technique \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

**CARR JEFFREY** Digitally signed by CARR JEFFREY  
 Date: 2021.05.13 14:21:15 -04'00'

Signature \_\_\_\_\_

Signature \_\_\_\_\_

**LOXTON ASHLEY**

Digitally signed by LOXTON ASHLEY  
 DN: cn=, o=Cra, ou=ccra-adrc, ou=PERSONNEL, cn=LOXTON  
 ASHLEY + SERIALNUMBER=2018282123713384  
 Reason: I have reviewed this document  
 Location: your signing location here  
 Date: 2021-06-10 11:18:57  
 Foxit PhantomPDF Version: 10.0.1

Name of the representative from the SPMD of CBSA / \_\_\_\_\_ Date \_\_\_\_\_  
 Nom d'un représentant de la DAGBS de l'ASFC

Signature \_\_\_\_\_

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

\_\_\_\_\_  
 Name and Title of individual authorized to sign on behalf of the Contractor /  
 Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_

**May 13th, 2021**  
 Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-198132/001/EL**

Contractor Name / Nom du Contracteur : **TEKSYSTEMS CANADA CORP.**

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

**2022002378**

**1000360193**

CC: 191030030  
Fund: 2001,  
Functional Area: 30700

**2021-05-13**

**2021-05-20**

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
I.10 Technical Architect		English	Secret/Secret
I.10 Technical Architect		English	Secret/Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**21-Jun-2021**

Initial End Date / Date de fin initiale :

**01-Mar-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)

Status / Statut

☐ In Effect / en vigueur



	○ In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage n/a	
Work Location(s) / Lieu(x) de travail : NCR - Work remotely off site	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.10 Technical Architect					\$254,700.00
I.10 Technical Architect					\$254,700.00
Estimated Cost / Coût estimatif					<b>\$509,400.00</b>
Applicable Taxes					<b>\$66,222.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$575,622.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Christiane Frem</p> <p>June 17, 2021</p>	<p>Silvana Mansour</p> <p>June 17, 2021</p>		
<p>Name of Technical Authority / Nom de l'autorité technique Date</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante Date</p>	
<p><i>Christiane Frem</i></p> <p>Signature</p>		<p><i>Mansour, Silvana</i></p> <p>Digitally signed by Mansour, Silvana Date: 2021.06.17 16:36:23 -04'00'</p> <p>Signature</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

	2021-05-20
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature Date



## Statement of Work

<b>Contract Number</b> <b>47419-198132/001/EL</b>		<b>Task Authorization Number</b> <b>2022002378</b>	
<b>Category / Level</b>			
<b>NUMBER OF RESOURCES</b>		<b>RESOURCE CATEGORY</b>	<b>LEVEL OF EXPERTISE</b>
2		<b>1.10 Technical Architect (CloudSecurity)</b>	Level 3
<b>Objectives</b> <i>(High-level description of expected outcome)</i>  As part of the Canada Border Services Agency (CBSA) - Application Modernization project, the IT professional services resources will be to facilitate the CBSA's migration to the cloud by providing security advice and guidance on the implementation of our Protected B, Medium Integrity, Medium Availability (PBMM) tenants on the AWS and Azure Canadian Clouds. In addition, these resources will assist the CBSA's migration of applications to the cloud tenant through the Application Modernization project. The purpose of this requirement is to seek IT Professional services to work on the Application Modernization Project to perform IT Security related tasks for the (AWS and Azure) platforms and for applications onboarding to these cloud tenants.			
<b>Scope of Work</b> <i>(An overview of the work that needs to be done)</i>  The resources listed will provide IT Professional Services on the CBSA AWS and Azure Cloud, as part of the Application Modernization project.  The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the following resource category:			
<b>NUMBER OF RESOURCES</b>		<b>RESOURCE CATEGORY</b>	<b>LEVEL OF EXPERTISE</b>
2		<b>1.10 Technical Architect (CloudSecurity)</b>	Level 3
<b>Tasks</b>  <b>1.10 Technical Architect (CloudSecurity)</b> Tasks will include, but not be limited to the following: <ul style="list-style-type: none"><li>• Attend meetings</li><li>• Evaluate hardware and software relative to their ability to support specified requirements;</li><li>• Review computer software systems, security controls and data requirements;</li><li>• Conduct security architecture and design reviews and provide advice;</li><li>• Participate in security code reviews and penetration testing;</li><li>• Prepare Threat &amp; Risk Assessments and other certifications and/or assessments as required; and,</li><li>• Prepare and review other security documentation as required.</li></ul>			



<ul style="list-style-type: none"><li>• Tailor the ITSG-33<sup>1</sup> controls set to the specific scope of assessment in order to provide security requirements.</li><li>• Provide advice and guidance on the implementation of security controls.</li><li>• Review technical documents such as Architecture and Design Specifications (ADS), Concept of Operations (CONOPS) to provide comments/feedback.</li><li>• Perform Security Assessments and Security Reviews.</li></ul>	
<b>Deliverables</b> ( <i>List of expected deliverables to be produced or provided</i> ) The Contractor will provide the following Deliverables:	<b>Due Date</b> <b>TBD by Technical Authority</b> <b>as needed</b>
<b>1.10 Technical Architect (Cloud Security)</b>	
<b>Technical Architectural &amp; ISSIP IT Security Risk Management artifacts</b>	
<b>Trend and Technology Assessments</b> conducted (including R&D reports) to support systems security design trade studies.	On a monthly basis, as required
<b>Technical Vulnerability Assessment (VA) Reports</b> with respect to vulnerability assessments planned and conducted against the CBSA applications onboarding the (AWS and Azure) platforms.	On a monthly basis, as required
<b>Technical Architectural Document (TAD)</b> Recommendations completed with respect to relevant aspects of the IT Security architectures and technologies including risk identification.	On a monthly basis, as required
<b>Security Assessment Reports (Preliminary/Critical)</b> The Preliminary and Critical version of this report are meant to provide early reporting on significant security gaps in a release's architecture and design specifications, to help with the prioritization of design decisions for implementing additional safeguards in the design, in response to the recommendations.	On a monthly basis, as required
<b>Security Assessment Reports (Final)</b> The Final Security Assessment Report validates the previous versions of the SAR and provides a formal security risk rating for the ISTB Service that is impacted by any security gaps that remain present at the time a Service Release is tabled for the Operational Readiness Review (ORR), prior to the General Approval (GA).	On a monthly basis, as required
<b>Reporting Requirements</b>  The Contractor will provide the weekly reports, as identified above to the Technical Authority.  Invoices for maximum priced work must be submitted in accordance with the terms and conditions outlined in this contract.	<b>The Deliverables as well as the Project weekly progress reports and any other reports agreed upon are to be confirmed with the Technical Authority prior to invoice submissions</b>

<sup>1</sup> IT Security Risk Management: A Lifecycle Approach (ITSG-33): <https://www.cyber.gc.ca/en/guidance/it-security-risk-management-lifecycle-approach-itsg-33>



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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-198132/001/EL**

Contractor Name / Nom du Contracteur : **TEKSYSTEMS CANADA CORP.**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
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<b>2022002378</b>	<b>1000360193</b>	CC: 190830020, Fund: 2001, Functional Area: 30700	2021-07-13	2021-07-13
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## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification : This Amendment 001 is issued to replace Andriy Savinov who is no longer available. Following are the changes for amendment 001:

1. Reduce level of effort from **(\$254,700) to 0.00 days (\$0.00).**
2. Add replacement resource with level of effort of **(\$254,700)**

**This is an administrative change with no change in TA value. The SOW and all other terms and conditions remain unchanged.**

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
I.10 Technical Architect		English	Secret/Secret
I.10 Technical Architect		English	Secret/Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :	<b>21-Jun-2021</b>	Initial End Date / Date de fin initiale :	<b>01-Mar-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)		Status / Statut	

	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage: n/a	
Work Location(s) / Lieu(x) de travail : NCR - Work remotely off site	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (completé par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.10 Technical Architect					\$254,700.00
I.10 Technical Architect					\$254,700.00
Estimated Cost / Coût estimatif					<b>\$509,400.00</b>
Applicable Taxes					<b>\$66,222.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$575,622.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/> X	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
		La limite d'autorisation du client est 300 000 \$. Lorsque la valeur de l'AT et ses modifications	
Name of Technical Authority / Nom de l'autorité techn	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
YOUNG MEGAN	Digitally signed by YOUNG MEGAN Date: 2021.07.23 09:09:31 -04'00'	Mansour, Silvana	Digitally signed by Mansour, Silvana Date: 2021.07.23 09:37:41 -04'00'
Signature		Signature	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

	2021-07-13
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47419-198132/001/EL</b>				
Contractor Name / Nom du Contracteur : <b>TEKSYSTEMS CANADA CORP.</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
<b>2022002563</b>	<b>1000358446</b>	CC: 190830020, Fund: 2001, Functional Area: 30700	<b>2021-05-10</b>	<b>2021-05-17</b>

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
 Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Architect - Level 3		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
<b>See attached / Voir pièce jointe</b>			
See attached / Voir pièce joint			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale : <b>21-Jun-2021</b>	Initial End Date / Date de fin initiale : <b>20-Jun-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage: n/a	

Work Location(s) / Lieu(x) de travail : **NCR - Work remotely off site**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.2 Business Architect - Level 3					\$282,000.00
Estimated Cost / Coût estimatif					<b>\$282,000.00</b>
Applicable Taxes					<b>\$36,660.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$318,660.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p><b>Christiane Frem</b> <b>June 17, 21</b></p>		<p>Name of Contracting Authority / Nom de l'autorité contractante <b>Date</b></p>	
<p>Signature <i>Christiane Frem</i></p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Signature</p>		<p>2021-06-08</p>	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Date</p>	

TASK AUTHORIZATION (TA) FORM			
<b>Contractor:</b>	GCstrategies	<b>Contract Number:</b>	47419- 202719/001/EL
<b>Commitment: #</b>	1000359069	<b>Financial Coding:</b>	CC 190840000, Fund 2001, FA 30700
<b>Task Number</b> (Amendment):	<b>2022003038</b>	<b>Issue Date:</b> May 31, 2021	<b>Response Require By:</b> June 2, 2021
<p><b>Statement of Work (Work Activities, Certifications and Deliverables):</b></p> <p>The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.</p> <p>The focus area of this TA will be to operationalize an Optical Character Recognition (OCR) Proof of Concept (POC) and move it in to production. This OCR-based solution can be relied upon to inspect images of vaccination certificates and provide the factors of confidence as indicated by CBSA. This component integrating with the ArriveCan backend flow and publishing the results of the OCR-based analysis to internal and external systems to fuel analysis and inform decision makers.</p> <p>Integrating this into the ArriveCan solution asynchronously (i.e. without showing the results to users) is a straightforward place to start operationalization. ArriveCan already asks users to upload vaccine certificates, so it is possible to inject code into the backend system without any changes to the mobile or web applications. From the backend perspective, the need to have the function called once the image is stored in S3. There is also the need to setup a location for results to be stored and write the component to store the results. This storage location could be a new set of tables in the ArriveCan database, or it could be standalone.</p> <p>This will involve work in the following technical areas; native mobile applications Amazon Web Services (AWS) cloud services, Data analytics, Application Programming Interface (API) development, OCR, credentials, electronic data manifest ingestion,</p> <p>The Border Technology Innovation Directorate (BTID) has a requirement for</p> <ul style="list-style-type: none"> <li>• two (2) Data Engineers</li> <li>• one (1) Data Architect</li> <li>• one (1) Cloud Architect</li> <li>• one (1) Business Analyst</li> </ul> <p><b>Tasks</b></p> <p>The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.</p> <p><b>Tasks include, but not be limited to the following:</b></p>			



## TASK AUTHORIZATION

### (TA) FORM

- Design and create the results database and build the component to write test results to the database
- Add a results storage component and related infrastructure to store test results for analysis and for sharing with Public Health Agency of Canada (PHAC)
- Work with cloud team on provisioning infrastructure and integrating the solution into ArriveCAN's architecture and integration pipelines. Assist, as required, with the integration into the ArriveCAN back end and with integrating POC functions into ArriveCAN APIs
- Advise on integrating test results with pre-existing PHAC delivery mechanisms, and develop a method to send results to PHAC
- Examine all vaccine receipt samples that have been provided and determine the best path for accommodating them with a focus on maximizing accuracy
- Perform regular analysis of new incoming receipts gathered from ArriveCAN and propose and implement modifications to the factors of confidence logic, as well as other possible areas of improvement
- Continue investigating Quick Response (QR) Codes, including those issued by provincial governments and third party apps / solutions / providers, in anticipation of those types of vaccine certificates becoming more mainstream and possibly being included in ArriveCAN as valid proof of vaccination options
- Ongoing proof of concept / solution code refinement and optimization
- 2.5 months of results review, analysis and adjustments when exposed to more certificate samples
- Continued usage and assessment of AWS Textract OCR technology, and potential exploration of similar OCR technologies including those offered through Azure services
- Assisting in the deployment and integration of the OCR solution into ArriveCAN
- Analysis of system performance and related imagery to create new technical requirements
- Continuous improvement of the OCR implementation based on analysis to maximize our performance
- Adding support for QR Code based vaccination certificates from provincial providers
- Research and analysis into the wide variety of vaccine certificate solutions potentially being adopted both internationally and here in Canada
- Designing and developing approaches to handle a wider variety of international vaccine certificates
- Adding support for other QR Code based vaccination certifications from a variety of providers
- Participation in design sessions as required
- Interfacing with implementation team to plan and guide new changes to support overall system performance
- Assisting in the completion of required documentation associated with leveraging machine learning to inform decision making
- Providing written and verbal status updates on the implementation and overall performance of the system
- Creating communication materials and providing demonstrations of the tool and its performance
- Providing advisory and consultation services for integration and leveraging this tool for other use cases
- Evaluating and implementing other OCR providers to maximize language coverage and overall functionality
- Implementing data storage and extraction routines to facilitate the distribution of test results to both internal and external consumers

TASK AUTHORIZATION (TA) FORM				
<ul style="list-style-type: none"> <li>Assisting in the design of system improvements to facilitate the forensic auditing of submitted images</li> <li>Supporting the rollout of the solution to Ports of Entry (POE) across all modes</li> <li>Researching and planning the addition of template-based fraud detection as part of the overall system</li> <li>Research and analysis into provincial vaccine receipt templates</li> <li>Proofs of concept related to image analysis using the templates as a baseline to identify possibilities for fraud detection</li> <li>Work with Forensic Document Examination experts to explore possible avenues for additional Artificial Intelligence (AI) based authenticity checks on vaccine receipts</li> </ul>				
2. Period of Service:	From (Date)	June 25, 2021	To (Date)	June 28, 2022
3. Work Location:	National Capital Area or remotely			
4. Travel Requirements:	N/A			
5. Language Requirement:	English			
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:	Reliability			
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Data Engineer				\$217,500.00
Data Architect				\$217,500.00
Data Engineer				\$217,500.00

TASK AUTHORIZATION (TA) FORM				
Cloud Architect				\$217,500.00
Business Analyst				\$126,000.00
Estimated Cost				\$996,000.00
Applicable Taxes				\$129,480.00
Total Labour Cost				\$1,125,480.00
Total Travel & Living Cost				N/A
Firm Price or Maximum TA Price				\$1,125,480.00
Contractor's Signature				
Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)		Signature:  Date: June 24, 2021		
Approval – Signing Authority				

TASK AUTHORIZATION (TA) FORM	
<b>Signatures (Client)</b>  Name, Title and Signature of Individual Authorized to sign:   Technical Authority: <i>Christiane Frem</i>   Date:  June 24, 2021   CBSA Procurement <b>LEGER TEAGAN</b> <small>Digitally signed by LEGER TEAGAN DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LEGER TEAGAN + SERIALNUMBER=2021042083426302 Reason: I agree to the terms defined by the placement of my signature in this document Location: your signing location here Date: 2021-06-24 12:02:56 Foxit PhantomPDF Version: 10.0.1</small>  Date:  June 24, 2021	<b>Signatures (PWGSC)</b>    Contracting Authority <sup>1</sup> :    Date:  <b>Durigan, Angela M</b>  Digitally signed by: Durigan, Angela M DN: CN = Durigan, Angela M C = CA O = GC OU = PWGSC-TPSGC Date: 2021.06.28 10:08: 40 -04'00'
<sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.	
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-226879-002 (47419B6879)			
Contractor Name / Nom du Contracteur :	ADGA Group Consultants INC			
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022003234	1000358426	1911-000-00 2001 30700		

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	1
Reason for the Amendment / Raison pour la modification :	Adding replacement resource. Replacing Robert Wasitis with Bothra Abhishek.

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Project Manager	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

1.0 TITLE

Project Manager Level 3 – for Projects and Service Management Directorate (PSMD).

2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

PSMD has a requirement for a senior level Project Manager to perform project administration and coordination duties for Travellers projects.

3.0 BACKGROUND



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

The Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, the CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.

To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

PSMD is responsible for the delivery and management of several mission critical systems to manage the flow of persons and goods at border entry points.

This statement of work is for project management through the design, development, implementation, and delivery of innovative systems / initiatives under the responsibility of PSMD.

### 4.0 SCOPE OF THE WORK

The contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations.

The senior level Project Manager will provide ongoing advice, guidance, input, as well as development and coordination with respect to project plans, reports and schedules, and will work closely with the project managers, directors and other executives, as well as the respective project teams.

Work on projects may be in any or all of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Establish and maintain a project schedule for technology components using a high level of expertise in MS Project
- Provide oversight of the ISTB project cost and schedule performance during the development, implementation and operations start-up. Interact with stakeholders and team members for developing and updating project schedule and resource requirements;
- Establish and maintain project risks and issues logs;
- Interact with stakeholders and team members to keep project risks and issues logs updated in order to supply project dashboards for senior management;
- Develop project work breakdown structures (WBS) for technology components and approved changes;
- Implement project schedule baseline for technology components and maintain history;
- Propose project planning and implementation strategies based on project priorities, dependencies and resource demand;
- Model schedule changes before updating the master schedule to determine impacts (what-if analysis);
- Formulate statements of project schedule, resource loading or cost problems; propose process for resolving these problems, and obtain approval to implement solutions;
- Create cost analysis reports either with MS Project, MS Excel or a combination of the two;
- Create MS Project Macros;
- Report progress of the technology components of the project on an ongoing basis and at scheduled points in the life cycle;



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

- Review and comment on all ISTB project deliverables from completion of Initiation to Implementation;
- Ensure timely completion of deliverables;
- Project plan sign-off.

- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; and
- Work with a variety of project management tools including MS Project.

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### 6.0 DELIVERABLES

Deliverables for the duration of the contract may include, but will not be limited to the following:

- Resource is responsible for creating and maintaining the project schedule and to ensure that project deliverables are advancing as prescribed by the project manager on a weekly basis for the duration of TA.
- MS Project schedules updated for the duration of the contract on a weekly basis

Resource will provide oversight on:

- Document creation and reviews (ConOps, Ops Guide, CBSA T&Cs, Performance requirements and KPIs) on a weekly basis till the end of the project ;
- Managing and review of the partner integration testing as needed till the project closeout date;
- Oversight, planning, installation and review of the SCED test implementation and developing recommendations to management on the way forward on a weekly basis;
- Monitoring pilot operation and developing remedial plans on an ad-hoc basis (driven by feedback from partners and users) till the project closeout date;
- In addition to the above, the resource will also be responsible for work as described by the Project Director to support other projects, as needed till the end of the project, and will provide oversight on:
  - Statements of problems;
  - Procedures for the development and implementation processes;
  - Project objectives definitions;
  - Budgetary requirements;
  - Project team composition, roles and responsibilities;
  - Progress reports;
  - Stakeholder conference meetings;
  - Development of plans, charts, tables and diagrams; and
  - Knowledge transfer via presentations and list of key documents.

All deliverables are due based on the timelines as outlined in the project schedule in the standard format followed by CBSA Project Management and/or as defined by the Project Authority or their delegate. Deliverables are subject to change in accordance with the approved project schedule.

Additionally, the timelines for deliverable completion may change depending on the resource's anticipated start date.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Other common deliverables may include, but will not be limited to the following:

- Project documentation such as progress reports, deficiency reports, project forecasts, road maps; and post project review reports on weekly basis;
- Risk planning and risk analysis, risk management plans, and statement of requirements on a weekly basis;
- Tracking against plans – including level of effort and resource estimation as part of IM/IT business planning on a bi-weekly basis;
- Trend analyses as needed on the request of the project director till the end of the project;
- Conceptual solution designs as identified in the project schedule;
- Context models as needed till the end of the project;
- Statements of requirements and functional requirements on a weekly basis;
- Business process models as needed till the end of the project;
- System user guides before the project closeout ;
- Fit/Gap analyses as needed till the project closeout;
- Critical path analysis as needed till the project closeout;
- Standard operating procedures, user training materials and guides as needed before the project closeout; and
- Resourcing strategies as needed before the project closeout.

The Project Authority will provide a delivery date for each deliverable as required. Deliverable dates are subject to change in accordance with the approved project schedule(s) for the relevant projects.

Written or electronic submissions of documents must be provided utilizing Microsoft Office (MS-Word, MS-Excel and MS-PowerPoint or MS-Visio) as indicated by the Project Authority.

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the work as well as equipment (laptop), email, systems' access and telephone capability.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR);
- Use of collaborative work spaces; and/or
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. There is no travel requirement



TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

under this contract.

11.0 CONSTRAINTS

(a)The Work must be performed within CBSA’s normal working hours of 7:00 AM to 6:00 PM.

(b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.

Period of Services / Période de service:

Initial Start Date / Date de début initiale : 

July 12, 2021

Initial End Date / Date de fin initiale : 

July 12, 2022

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut	
July 12, 2023	<input type="radio"/> In effect / en vigueur	<div>+</div> <div>-</div>

Travel Requirement(s) / Exigence(s) de voyage : 

N/A

Work Location(s) / Lieu(x) de travail : 

Within NCR

PART 2

(completed by the Contractor and/or the Technical/Project Authority) /

PARTIE 2

(complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Project Manager	3				<div>+</div> <div>-</div>
	Project Manager	3				

B. Estimated Cost / Coût estimatif

Page 5 of 6



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Category / Catégorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>-</div></div> Project Manager	3			\$168,787.20
Estimated Cost / Coût estimatif				\$168,787.20
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquées	14.975	Applicable Taxes / Taxes applicables		\$25,275.88
Total Estimated Cost / Coût total estimatif				\$194,063.08

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-226879-002			
Contractor Name / Nom du Contracteur :	ADGA Group Consultants Inc.			
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022003234	1000358426	191100000 - 2001 -30700	2021-06-29	

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Project Manager	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

##### STATEMENT OF WORK

##### 1.0 TITLE

Project Manager Level 3 – for Projects and Service Management Directorate (PSMD).

##### 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

PSMD has a requirement for a senior level Project Manager to perform project administration and coordination duties for Travellers projects.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### 3.0 BACKGROUND

The Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, the CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.

The CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.

To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.

PSMD is responsible for the delivery and management of several mission critical systems to manage the flow of persons and goods at border entry points.

This statement of work is for project management through the design, development, implementation, and delivery of innovative systems / initiatives under the responsibility of PSMD.

### 4.0 SCOPE OF THE WORK

The contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations.

The senior level Project Manager will provide ongoing advice, guidance, input, as well as development and coordination with respect to project plans, reports and schedules, and will work closely with the project managers, directors and other executives, as well as the respective project teams.

Work on projects may be in any or all of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Establish and maintain a project schedule for technology components using a high level of expertise in MS Project
- Provide oversight of the ISTB project cost and schedule performance during the development, implementation and operations start-up. Interact with stakeholders and team members for developing and updating project schedule and resource requirements;
- Establish and maintain project risks and issues logs;
- Interact with stakeholders and team members to keep project risks and issues logs updated in order to supply project dashboards for senior management;
- Develop project work breakdown structures (WBS) for technology components and approved changes;
- Implement project schedule baseline for technology components and maintain history;
- Propose project planning and implementation strategies based on project priorities, dependencies and resource demand;
- Model schedule changes before updating the master schedule to determine impacts (what-if analysis);
- Formulate statements of project schedule, resource loading or cost problems; propose process for resolving these problems, and obtain approval to implement solutions;
- Create cost analysis reports either with MS Project, MS Excel or a combination of the two;
- Create MS Project Macros;



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

- Report progress of the technology components of the project on an ongoing basis and at scheduled points in the life cycle;
- Review and comment on all ISTB project deliverables from completion of Initiation to Implementation;
- Ensure timely completion of deliverables;
- Project plan sign-off.

- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; and
- Work with a variety of project management tools including MS Project.
- 

### 6.0 DELIVERABLES

Deliverables for the duration of the contract may include, but will not be limited to the following:

- Resource is responsible for creating and maintaining the project schedule and to ensure that project deliverables are advancing as prescribed by the project manager on a weekly basis for the duration of TA.
- MS Project schedules updated for the duration of the contract on a weekly basis

Resource will provide oversight on:

- Document creation and reviews (ConOps, Ops Guide, CBSA T&Cs, Performance requirements and KPIs) on a weekly basis till the end of the project ;
- Managing and review of the partner integration testing as needed till the project closeout date;
- Oversight, planning, installation and review of the SCED test implementation and developing recommendations to management on the way forward on a weekly basis;
- Monitoring pilot operation and developing remedial plans on an ad-hoc basis (driven by feedback from partners and users) till the project closeout date;
- In addition to the above, the resource will also be responsible for work as described by the Project Director to support other projects, as needed till the end of the project, and will provide oversight on:
  - Statements of problems;
  - Procedures for the development and implementation processes;
  - Project objectives definitions;
  - Budgetary requirements;
  - Project team composition, roles and responsibilities;
  - Progress reports;
  - Stakeholder conference meetings;
  - Development of plans, charts, tables and diagrams; and
  - Knowledge transfer via presentations and list of key documents.

All deliverables are due based on the timelines as outlined in the project schedule in the standard format followed by CBSA Project Management and/ or as defined by the Project Authority or their delegate. Deliverables are subject to change in accordance with the approved project schedule.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Additionally, the timelines for deliverable completion may change depending on the resource's anticipated start date.

Other common deliverables may include, but will not be limited to the following:

- Project documentation such as progress reports, deficiency reports, project forecasts, road maps; and post project review reports on weekly basis;
- Risk planning and risk analysis, risk management plans, and statement of requirements on a weekly basis;
- Tracking against plans – including level of effort and resource estimation as part of IM/IT business planning on a bi-weekly basis;
- Trend analyses as needed on the request of the project director till the end of the project;
- Conceptual solution designs as identified in the project schedule;
- Context models as needed till the end of the project;
- Statements of requirements and functional requirements on a weekly basis;
- Business process models as needed till the end of the project;
- System user guides before the project closeout ;
- Fit/Gap analyses as needed till the project closeout;
- Critical path analysis as needed till the project closeout;
- Standard operating procedures, user training materials and guides as needed before the project closeout; and
- Resourcing strategies as needed before the project closeout.

The Project Authority will provide a delivery date for each deliverable as required. Deliverable dates are subject to change in accordance with the approved project schedule(s) for the relevant projects.

Written or electronic submissions of documents must be provided utilizing Microsoft Office (MS-Word, MS-Excel and MS-PowerPoint or MS-Visio) as indicated by the Project Authority.

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the work as well as equipment (laptop), email, systems' access and telephone capability.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:

- Shared cubicles when working on-site within the National Capital Region (NCR);
- Use of collaborative work spaces; and/or
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. There is no travel requirement under this contract.

### 11.0 CONSTRAINTS

(a) The Work must be performed within CBSA's normal working hours of 7:00 AM to 6:00 PM.

(b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Jul 12, 2021

Initial End Date / Date de fin initiale :

Jul 12, 2022

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)

Status / Statut

July 12, 2023

☐ In effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

N/A

Work Location(s) / Lieu(x) de travail :

Within the National Capital Region

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Project Manager	3			

#### B. Estimated Cost / Coût estimatif

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Category / Catégorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>-</div></div>	Project Manager	3			\$168,787.20
Estimated Cost / Coût estimatif					\$168,787.20
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquées		14.975	Applicable Taxes / Taxes applicables		\$25,275.88
Total Estimated Cost / Coût total estimatif					\$194,063.08

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

NEWBURY RUSSELL Digitally signed by NEWBURY RUSSELL  
Date: 2021.07.05 16:43:47 -04'00'

Signature \_\_\_\_\_

Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

BLAIS PATRICE Digitally signed by BLAIS PATRICE  
Reason: I am approving this document  
Date: 2021.06.29 16:26:26

Signature \_\_\_\_\_

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

DocuSigned by:

7/6/2021

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur \_\_\_\_\_

Signature \_\_\_\_\_ 10B07C9899F44A0...

Date \_\_\_\_\_



TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

**A. General Information / Informations générales**

Contract Number / Numéro du contrat :  
Contractor Name / Nom du Contracteur :

47060-197627/001  
Donna Cona

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

STOT No.  
N° de l'EDT :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise d'ici le :

2022004463

1000359721

1910 800 40

2021-06-07

2021-06-14

**B. For Amendments Only / Aux fins de modification seulement**

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

**Period of Services / Période de service:**

Initial Start Date / Date de début initiale :  
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

July-05-2021

Initial End Date / Date de fin initiale :  

July-05-2022

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

Vanier Towers, 333 North River Road  
Ontario

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Manager Level 2					\$210,000.00
Estimated Cost / Coût estimatif					\$210,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$27,300.00
Total Estimated Cost / Coût total estimatif					\$237,300.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> X	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Jeff Carr

Name of Technical Authority / Nom de l'autorité technique

Date

**CARR JEFFREY**

Digitally signed by CARR JEFFREY  
Date: 2021.06.07 10:28:01 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante

Date

**STLOUIS  
CATHERINE**

Digitally signed by  
STLOUIS CATHERINE  
Date: 2021.06.30  
11:19:47 -04'00'

Signature

Name of the representative from the SPMD of CBSA /  
Nom d'un représentant de la DAGBS de l'ASFC

Date

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

DocuSigned by:

2021-06-08

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature — F0384C5A9/F0424...

Date

## - Project Manager Level 2

### Tasks

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

#### Baseline Tasks:

1. Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters.
2. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.
3. Maintain process improvement, communication and change management throughout the full lifecycle of the project delivery.

#### Additional Tasks could include but are not limited to:

4. Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof.
5. Define and document the objectives for the project.
6. Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
7. Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
8. Develop presentations and reports to communicate progress of projects within the assigned portfolio.

### Deliverables

- Work with DDAD and partners on the Netezza Replacement Phase 3 project
- DDAD Data Analytics advancement project
- Data Warehouse COTS upgrade project for Data Warehousing tools

### Constraints

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or ling (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

### Reporting Requirements

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

### Location of Work

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

### Language of Work

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-223800/001/EL		
Contractor Name / Nom du Contracteur :		Emerion / Cofomo		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
	1000355016	1950 400 30	Oct 26, 2020	Nov 3, 2020

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification:

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect (EDW & BI) - Level 3		English	Reliability/ Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
<b>See attached / Voir pièce jointe</b>			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
09-Nov-2020	07-Jul-2021
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
None	
Work Location(s) / Lieu(x) de travail :	National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- IM Arch Level 3					\$110,500.00
Estimated Cost / Coût estimatif					\$110,500.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$14,365.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$124,865.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Nathalie Gaul

27-Oct-20

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

*Nathalie Gaul*

Signature

Signature

[If applicable, insert the following] Name of the representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

Date

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	October 27, 2020	Date
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-223800/001/EL**

Contractor Name / Nom du Contracteur : **Emerion / Cofomo**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021001404	1000355016	1950 400 30	May 27, 2021	May 31, 2021

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **1**

Reason for the Amendment / Raison pour la modification:

Increase LOE by so resource has adequate days until exercising option to renew

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect (EDW & BI) - Level 3		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **09-Nov-2020**

Initial End Date / Date de fin initiale : **07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **None**

Work Location(s) / Lieu(x) de travail : **National Capital Region, Ottawa**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Arch Level 3					\$131,750.00
Estimated Cost / Coût estimatif					\$131,750.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$17,127.50
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$148,877.50</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Nathalie Gaul

Name of Technical Authority / Nom de l'autorité technique

GAUL  
NATHALIE

Digitally signed by GAUL  
NATHALIE  
Date: 2021.05.31 13:46:53  
-04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante

Signature

CARREAU LYNE

Digitally signed by CARREAU LYNE  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=CARREAU LYNE, SERIALNUMBER=2004176152321031  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-05-31 15:05:21  
Foxit PhantomPDF Version: 10.0.1

[If applicable, insert the following] Name of the representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title or individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	May 31, 2021 Date
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-223800/001/EL**

Contractor Name / Nom du Contracteur : **Emerion / Cofomo**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2021001401	1000355016	1950 400 30	1-Jun-21	7-Jun-21

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **2**

Reason for the Amendment / Raison pour la modification:  
Exercise option to renew - increase level of effort.

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect (EDW & BI) - Level 3		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale : **09-Nov-2020**

Initial End Date / Date de fin initiale : **07-Jul-2021**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

**07-Jul-2022**

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **None**

Work Location(s) / Lieu(x) de travail : **National Capital Region, Ottawa**



**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- IM Arch Level 3					\$335,750.00
Estimated Cost / Coût estimatif					\$335,750.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$43,647.50
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$379,397.50</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

**Nathalie Gaul**

Name of Technical Authority / Nom de l'autorité technique: **GAUL NATHALIE**  
Digitally signed by GAUL NATHALIE  
Date: 2021.06.11 10:02:38 -04'00'

Name of Contracting Authority / Nom de l'autorité contractante: **BITSENE, MARLENE**  
Digitally signed by: BITSENE, MARLENE  
DN: CN = BITSENE, MARLENE C = CA  
O = GC OU = PWGSC-TPSGC  
Date: 2021.07.05 11:30:32 -04'00'

Signature

Signature

[If applicable, insert the following] Name of the representative from (insert the Department name)  
[Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)

**ALEXANDER STEPHEN**  
Digitally signed by ALEXANDER STEPHEN  
Date: 2021.06.30 10:51:01 -04'00'

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

**June 2, 2021**

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

## – IM Architect Level 3

### Tasks

1. Analyse existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration
2. Develop and document detailed statements of requirements and gather Business Intelligence (BI) requirements
3. Evaluate existing IM policies, procedures and methods, identify and document new processes and develop implementation strategies and plans to support the implementation of Open Information and Open Data
4. Develop and define IM strategies required to address data governance and data management in the following areas: data quality, data security, data shareability, meta data, data architecture and data integration
5. Organize and lead, or facilitate, consultation meetings with IM Specialists and business subject matter experts to assess the feasibility of their Open Data requirements and provide advice on data sharing and data management to achieve Open Government Directive compliance
6. Apply a structured business and data architecture approach and methodology for capturing the key views of various projects
7. Review and provide feedback on existing architecture
8. Define linkage between data elements shared between line-of-business applications and the Data Warehouse using the current Data Warehouse metadata toolset – IBM InfoSphere Metadata Workbench and Business Glossary
9. Provide expert advice in defining new business requirements and opportunities to apply efficient and effective solutions across all pillars in traditional BI/Reporting
10. Provide training and guidance of knowledge acquired through work and research to junior staff who are working on various projects, which includes transfer of knowledge
11. Liaise with pillar business and IT representatives to assess program needs
12. Analyze and document Data Warehouse data within the current Data Warehouse metadata toolset – IBM InfoSphere Metadata Workbench and Business Glossary
13. Perform cost/benefit analysis of implementing new processes and solutions
14. Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies
15. Analyze and document end-user request for improvements or alterations
16. Prepare briefing material and presentations for senior management
17. Communicate with stakeholders to define requirements
18. Provide input into data warehouse design decisions
19. Develop complex SQL queries
20. Examine data available in existing data source and collect statistics about that data
21. Build and maintain data inventory
22. Work within the Service Lifecycle Management Framework (SLMF).

## Specialties and Skills

Specialties could include but not limited to:

- IBM InfoSphere DataStage
- IBM InfoSphere Information Server (Metadata Workbench, Business Glossary, Information Analyzer)
- IBM DB2 LUW
- IBM/zOS DB2
- IBM Puredata for Analytics
- Unix
- Linux
- ERWin Data Modeler
- IBM Data Architect
- IBM Cognos
- IBM SPSS
- IBM Change Data Capture
- MS SQL
- XML
- Microsoft Office Suite (Word, Excel, PowerPoint)
- Microsoft VISIO
- JIRA
- Kimball Methodology

## Deliverables

Deliverables could include but are not limited to:

1. Analysis documents, functional and technical requirements documents, and design documents for business intelligence deliverables such as cubes, report and package
2. Detailed business requirements documents for use by IT stakeholders in designing and constructing reporting solutions
3. Quality Assurance plans to guide testers
4. Options Analysis documents
5. Risk Dashboard business requirements document
6. Written and verbal summaries of meetings with stakeholders
7. Provide status and progress reports
8. Analyze and document end-user request for improvements or alterations
9. Develop Architecture & Design Specifications documents to lead development team
10. Develop Design/System Requirements Traceability Matrix
11. Create Primary Data Acquisition Specifications
12. Track project report and issues in JIRA
13. Create ETL Specifications
14. Perform Architecture and Design presentations to the senior management and RMC committees
15. Develop complex SQL queries.

## Constraints

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or link (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

## Reporting Requirements

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

## Location of Work

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

## Language of Work

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-198132/001/EL**

Contractor Name / Nom du Contracteur : **TEKSYSTEMS CANADA CORP.**

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

**2022005006**

**1000358049**

CC: 190830040,  
Fund: 2001,  
Functional Area: 30700

**07-Jul-2021**

**08-Jul-2021**


## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Programmer/Analyst - Level 3		English	Reliability / Fiabilité
Programmer/Analyst - Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**14-Jul-2021**

Initial End Date / Date de fin initiale :

**03-Aug-2023**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage **n/a**

Work Location(s) / Lieu(x) de travail :

**NCR - Work remotely off site**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
A.7 Programmer/Analyst - Level 3					\$536,670.00
A.7 Programmer/Analyst - Level 3					\$536,670.00
				Estimated Cost / Coût estimatif	<b>\$1,073,340.00</b>
				Applicable Taxes	<b>\$139,534.20</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
				<b>Total Estimated Cost / Coût total estimatif</b>	<b>\$1,212,874.20</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
Antonio Utano			
Name of Technical Authority / Nom de l'autorité techn	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
Stephen Alexander		July 7, 2021	
Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada	Date		
ALEXANDER STEPHEN	Digitally signed by ALEXANDER STEPHEN Date: 2021.07.08 07:18:11 -04'00'		
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		2021-05-06	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date	

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :		47419-206529/001/EL		
Contractor Name / Nom du Contracteur :		Dalian Enterprises and Coradix Technology Consulting in Joint Venture		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date Issued Date d'émis :	Date Response Required Date de réponse requise:
2022005619	10003637 15	CC: 190810070 Fund: 2001, Functional Area: 30700	July 6, 2021	July 8, 2021

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

C. TA Requirements / Exigences relatives à l'AT

Firm Price or Per Diem Maximum Price / Prix ferme ou prix maximum par jour:	Firm Price	TA Scope of Work Attached? (Yes or No) / Énoncé des travaux de l'AT ci-joint? (Oui ou Non):	Yes
Resource-based or Deliverable-based Services / Services basés sur les ressources ou sur les livrables:	Deliverables based	TA Quotation Attached? (Yes or No) / Proposition de prix de l'AT ci-jointe? (Oui ou Non):	See this form
Period of Services / Période de service:			
Initial Start Date / Date de début initiale :	August 8, 2021	Initial End Date / Date de fin initiale :	August 7, 2022

For Resource-Based Services Only / Pour services basés sur des ressources seulement:

Resource Category and Level / Ressource Catégorie et Niveau		Number Required / Nombre requise	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
Technology Architect	L3	1		English	Reliability	2021-08-08	2022-08-07

For Deliverable-Based Services Only / Pour services basés seulement sur des livrables:

Required Deliverable(s) / Livrable(s) requise(s)				
Deliverable Name / Nom livrable	Deliverable Description / Description livrable	Acceptance Criteria / Critères d'acceptation	Required Start Date / Date de début requise	Expected End Date / Date de fin prévue
Software System Design Document draft 1 - ArriveCAN Proof of Vaccine	Document outlining the software system design developed for Proof of Vaccine	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	8-Aug-21	31-Aug-21
Software System Design Document Final version - ArriveCAN Proof of Vaccine	Final Document outlining the software system design developed for Proof of Vaccine including developed and tested software components	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Sep-21	30-Sep-21
Architecture and Design Document draft 1 - Mobile Border Application	First draft of the architecture and design of Mobile Border Application including the submission on software code related to Mobile Border	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Oct-21	31-Oct-21
Architecture and Design Document draft 1 - Client Reporting Application	First draft of the architecture and design of Client Reporting App including the submission on software code related to the application	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Nov-21	30-Nov-21
Software System Design Document draft 1 - Client Reporting System	First draft of Document outlining the software system design developed for the Client Reporting System including developed and tested software components	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Dec-21	31-Dec-21
Software System Design Document final version - Client Reporting System	Final version of Document outlining the software system design developed for the Client Reporting System including developed and tested software components	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Jan-22	31-Jan-22
Architecture and Design Document Final Version - Client Reporting Application	Final version of the architecture and design of Client Reporting Application	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Feb-22	28-Feb-22
Software System Design Document Final Version - Mobile Border Application	Final version of Document outlining the software system design developed for the Mobile Border app including developed and tested software components	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Mar-22	31-Mar-22
Architecture and Design Document Final Version - Mobile Border Application	Final version of the architecture and design of Mobile Border Application	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Apr-22	30-Apr-22
Architecture and Design Document draft 1 - Unified Mobile Server Backend	First draft of the architecture and design of Unfied Mobile Server Backend including the submission on software code related to the application	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-May-22	31-May-22
Software System Design Document draft 1 - Unified Mobile Server Backend	First draft of Document outlining the software system design developed for the Unified Mobile Server Backend including developed and tested software components	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Jun-22	30-Jun-22
Final Architecture and Design report for Unified Mobile Server Backend	Final version of the architecture and design of Unified Mobile Backend Architecture	Architecture documents have been internally reviewed for aherence to CBSA architectures and standards, working and tested code submitted to code repositories	1-Jul-22	31-Jul-22
Travel Requirement(s) / Exigence(s) de voyage:		NONE		
Work Location(s) / Lieu(x) de travail:		Remote or NCR		
Additional constraints / Contraintes additionnelles:				
Basis for Payment (Approved Timesheets or Deliverable Acceptance Forms) / Base de payment (feuilles de temps		Deliverable Acceptance	Maximum TA Price Payable / Translation required:	\$338,989.83

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

D. Contractor Details and Estimated Costs / Détails et coûts estimés de l'entrepreneur

1) For Resource-Based Services Only / Pour services basés sur des ressources:

Required Resource(s) / Ressource(s) requise(s) Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT						
Resource Name / Nom du ressource	Resource Category and Level / Catégorie de ressource et Niveau	Per Diem Rate / Taux journalier	Estimated Workdays / Jours de travail estimés	Linguistic Profile / Profile linguistique	PSPC Security File No. / N° du dossier de sécurité SPAC	Total Estimated Cost / Coût total estimatif
	Technology Architect	3				\$ 299,991.00

APPENDIX 19 TO ANNEX A - TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TÂCHES

2) For Deliverable-Based Services Only / Pour services basés sur livrables seulement							
Required Deliverable(s) / Livrable(s) requis							
Deliverable Name / Nom du livrable	Expected Start Date	Expected Submission Date / Date prévue de la soumission	Expected Acceptance Date / Date prévue de l'acceptation	Expected Billing Month / Mois de facturation prévu		Estimated Cost	
Software System Design Document draft 1 - ArriveCAN Proo	8-Aug-21	31-Aug-21	31-Aug-21	1-Sep-21			
Software System Design Document Final version - ArriveCAN	1-Sep-21	30-Sep-21	30-Sep-21	1-Oct-21			
Architecture and Design Document draft 1 - Mobile Border A	1-Oct-21	31-Oct-21	31-Oct-21	1-Nov-21			
Architecture and Design Document draft 1 - Client Reporting	1-Nov-21	30-Nov-21	30-Nov-21	1-Dec-21			
Software System Design Document draft 1 - Client Reporting	1-Dec-21	31-Dec-21	31-Dec-21	1-Jan-22			
Software System Design Document Final version - Client Rep	1-Jan-22	31-Jan-22	31-Jan-22	1-Feb-22			
Architecture and Design Document Final Version - Client Rep	1-Feb-22	28-Feb-22	28-Feb-22	1-Mar-22			
Software System Design Document Final Version - Mobile Bc	1-Mar-22	31-Mar-22	31-Mar-22	1-Apr-22			
Architecture and Design Document Final Version - Mobile Bc	1-Apr-22	30-Apr-22	30-Apr-22	1-May-22			
Architecture and Design Document draft 1 - Unified Mobile S	1-May-22	31-May-22	31-May-22	1-Jun-22			
Software System Design Document draft 1 - Unified Mobile S	1-Jun-22	30-Jun-22	30-Jun-22	1-Jul-22			
Final Architecture and Design report for Unified Mobile Serv	1-Jul-22	31-Jul-22	31-Jul-22	1-Aug-22			
Total Estimated Deliverable Cost / Coût estimatif total des livrables:						258,000	
Tax (HST)						38,989.83	
Total Estimated Travel and Living Cost (If Applicable) / Frais déplacement et de subsistance estimatifs (si applicable):						TBC	
Total Estimated Cost for TA Scope of Work (TA-SOW) / Coût total estimatif pour l'énoncé des travaux de la AT (AT-EDT):					\$	338,989.83	

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized CBSA Technical Authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

Name of Authorized CBSA Technical Authority / Nom du client autorisé

Signature

YOUNG MEGAN  
Digitally signed by YOUNG MEGAN  
Date: 2021.07.15 11:26:33 -04'00'

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

Name of Contracting Authority / Nom de l'autorité contractante

Signature

Name of the representative from the Strategic Procurement (SPD) of CBSA  
Nom du représentant de la division de l'approvisionnement stratégiques (DAS)  
de ASFC.

Signature

LEGER TEAGAN  
Digitally signed by LÉGER TEAGAN  
DN: cn=Léger Teagan, o=Government of Canada, ou=Strategic Procurement, email=teagan.leger@asfc.gc.ca  
Reason: I agree to the terms defined by the placement of my signature in this document. (voir signing location here)  
Date: 2021.07.15 11:26:33 -04'00'  
Full PhotoPDF version: 10.0.1

Date

Date

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

By signing this TA, the authorized Contractor representative certify(ies) that the Contractor will execute the TA Scope of Work as defined by the above TA and in accordance with the conditions of the Contract.

Name of Authorized Contractor Individual / Nom de la personne autorisée à signer au nom de l'entrepreneur

Signature

Title of Authorized Contractor Individual / Titre de la personne autorisée à signer au nom de l'entrepreneur

Date

2 of 2



TASK AUTHORIZATION (TA)	
Contractor: TRM Technologies Inc.	Contract Number: 5500001079
Task Number: 2022003188	Date: June 23, 2021
Amendment Number:	Date:
TA Request	
<p>1. Description of service(s) to be delivered/provided as per the Statement of Work</p> <p><b>TASKS</b></p> <p>Activities may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Evaluate hardware and software relative to their ability to support specified requirements;</li> <li>• Review computer software systems, security controls and data requirements;</li> <li>• Conduct security architecture and design reviews and provide advice;</li> <li>• Participate in security code reviews and penetration testing;</li> <li>• Prepare Threat &amp; Risk Assessments and other certifications and/or assessments as required; and,</li> <li>• Prepare and review other security documentation as required.</li> <li>• Tailor the ITSG-33<sup>1</sup> controls set to the specific scope of assessment in order to provide security requirements.</li> <li>• Provide advise and guidance on the implementation of security controls.</li> <li>• Review technical documents such as Architecture and Design Specifications (ADS), Concept of Operations (CONOPS) to provide comments/feedback.</li> <li>• Perform Security Assessments and Security Reviews.</li> <li>• Prepare Technical Security Review - Product (TSR-P) reports - AWS (Authorization requests based on level of complexity as defined in the approved CBSA task: Moderate 5-10 days; Complex 10-20 days)</li> <li>• Prepare a security requirement/security profile list of ITSG-33 security controls for project/release (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-5 days; Moderate 5-7 days; Complex 7-15 days)</li> <li>• Prepare Security Assessment Reports (Preliminary/Critical/Final) (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-10 days; Moderate 11-30 days; Complex 31-90 days)</li> </ul> <p><b>DELIVERABLES</b></p> <p>SA&amp;A IT security risk management artifacts to be delivered in MS Word format:</p> <ul style="list-style-type: none"> <li>• IT Security Assessment Plan document</li> <li>• Statement of Sensitivity Report</li> <li>• Threat Assessment (TA) report</li> <li>• Threat and Risk Assessments (TRA) report</li> <li>• Security Assessment Report (SAR)</li> <li>• Technical Security Reviews (TSR)</li> <li>• TRA Plan of Action and Milestones document</li> <li>• IT security assessment/ certification letter</li> <li>• IT security authorization/accreditation letter</li> <li>• SA&amp;A Package</li> </ul>	

<sup>1</sup> IT Security Risk Management: A Lifecycle Approach (ITSG-33); <https://www.cyber.gc.ca/en/guidance/it-security-risk-management-lifecycle-approach-itsg-33>

2. PERIOD OF SERVICES		From:	June 28, 2021	To:	June 27, 2022
3. Service Location		CBSA Offices within the NCR and/or offsite at the Contractor's site			
4. Travel Requirements		[ ] Yes [ X ] No			
5. Other Conditions /Restrains		[ ] Yes [ X ] No Specify:			
6. Basis of Payment		Limitation of Expenditure [ X ] Ceiling Price [ ] Firm Price [ ]			
7. METHOD OF PAYMENT:					
[ ] Single [ X ] Monthly [ ] Milestones					
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL					
[ ] Reliability [ X ] Secret					
9. LANGUAGE OF WORK					
Language of service(s) to be delivered/provided		[ X ] English			
TA Proposal					
10. Estimated Cost Contract					
Resource Category & Name of Proposed Resource		Firm Per Diem Rate	Estimated level of days of effort	Total	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst				\$234,950.00	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst				\$234,950.00	
				Sub-Total Price:	\$469,900.00
				Tax (HST):	\$61,087.00
				Total Price Including Tax:	\$530,987.00
TA Approval					
11. Signing Authorities					
Name and Title of Individual Authorized to Sign on Behalf of Contractor Gareth Wadey		Signature			Date June 23 2021

Name and Title of CBSA Project Authority Carole Hargrave	Signature HARGRAVE CAROLE <small>Digitally signed by HARGRAVE CAROLE          Date: 2021.06.23 08:37:06 -04'00'</small>	Date
Name and Title of Individual Authorized to Sign on Behalf of the CBSA SPD Meagan Leclair	Signature LECLAIR MEAGAN <small>Digitally signed by LECLAIR MEAGAN          DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LECLAIR MEAGAN +          SERIALNUMBER=2017348101339252          Reason: I am the author of this document          Location: your signing location here          Date: 2021-06-23 06:43:54          Foxit PhantomPDF Version: 10.0.1</small>	Date
<b>12. Basis of Payment &amp; Invoicing</b>		
<p>Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.</p> <p>Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.</p> <p>All invoices must be as per contract terms and conditions.</p>		

TASK AUTHORIZATION (TA)	
Contractor: TRM Technologies Inc.	Contract Number: 5500001079
Task Number: 2022005627	Date: June 23, 2021
Amendment Number: 01	Date: July 13, 2021
TA Request	
<p>Amendment 01 is raised to change the TA number from 2022003188 to 2022005627 due to a CAS systems issue.</p> <p>1. Description of service(s) to be delivered/provided as per the Statement of Work</p> <p><b>TASKS</b></p> <p>Activities may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Evaluate hardware and software relative to their ability to support specified requirements;</li> <li>• Review computer software systems, security controls and data requirements;</li> <li>• Conduct security architecture and design reviews and provide advice;</li> <li>• Participate in security code reviews and penetration testing;</li> <li>• Prepare Threat &amp; Risk Assessments and other certifications and/or assessments as required; and,</li> <li>• Prepare and review other security documentation as required.</li> <li>• Tailor the ITSG-33<sup>1</sup> controls set to the specific scope of assessment in order to provide security requirements.</li> <li>• Provide advise and guidance on the implementation of security controls.</li> <li>• Review technical documents such as Architecture and Design Specifications (ADS), Concept of Operations (CONOPS) to provide comments/feedback.</li> <li>• Perform Security Assessments and Security Reviews.</li> <li>• Prepare Technical Security Review - Product (TSR-P) reports - AWS (Authorization requests based on level of complexity as defined in the approved CBSA task: Moderate 5-10 days; Complex 10-20 days)</li> <li>• Prepare a security requirement/security profile list of ITSG-33 security controls for project/release (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-5 days; Moderate 5-7 days; Complex 7-15 days)</li> <li>• Prepare Security Assessment Reports (Preliminary/Critical/Final) (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-10 days; Moderate 11-30 days; Complex 31-90 days)</li> </ul> <p><b>DELIVERABLES</b></p> <p>SA&amp;A IT security risk management artifacts to be delivered in MS Word format:</p> <ul style="list-style-type: none"> <li>• IT Security Assessment Plan document</li> <li>• Statement of Sensitivity Report</li> <li>• Threat Assessment (TA) report</li> <li>• Threat and Risk Assessments (TRA) report</li> <li>• Security Assessment Report (SAR)</li> <li>• Technical Security Reviews (TSR)</li> <li>• TRA Plan of Action and Milestones document</li> </ul>	

<sup>1</sup> IT Security Risk Management: A Lifecycle Approach (ITSG-33): <https://www.cyber.gc.ca/en/guidance/it-security-risk-management-lifecycle-approach-itsg-33>

<ul style="list-style-type: none"> <li>• IT security assessment/ certification letter</li> <li>• IT security authorization/accreditation letter</li> <li>• SA&amp;A Package</li> </ul>			
2. PERIOD OF SERVICES	From:	June 28, 2021	To: June 27, 2022
3. Service Location	CBSA Offices within the NCR and/or offsite at the Contractor's site		
4. Travel Requirements	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
5. Other Conditions /Restraints	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Specify:		
6. Basis of Payment	Limitation of Expenditure <input checked="" type="checkbox"/> Ceiling Price <input type="checkbox"/> Firm Price <input type="checkbox"/>		
7. METHOD OF PAYMENT:			
<input type="checkbox"/> Single <input checked="" type="checkbox"/> Monthly <input type="checkbox"/> Milestones			
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL			
<input type="checkbox"/> Reliability <input checked="" type="checkbox"/> Secret			
9. LANGUAGE OF WORK			
Language of service(s) to be delivered/provided	<input checked="" type="checkbox"/> English		
TA Proposal			
10. Estimated Cost Contract			
Resource Category & Name of Proposed Resource	Firm Per Diem Rate	Estimated level of days of effort	Total
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$234,950.00
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$234,950.00
Sub-Total Price:			\$469,900.00
Tax (HST):			\$61,087.00
Total Price Including Tax:			\$530,987.00
TA Approval			
11. Signing Authorities			

Name and Title of Individual Authorized to Sign on Behalf of Contractor	Signature	Date
		13 July, 2021
Name and Title of CBSA Project Authority Carole Hargrave	Signature HARGRAVE CAROLE	Date HARGRAVE CAROLE Date: 2021.07.13 16:13:56 -04'00'
Name and Title of Individual Authorized to Sign on Behalf of the CBSA SPD Meagan Leclair	Signature LECLAIR MEAGAN	Date LECLAIR MEAGAN DN: C=ca, O=gc, OU=ccra-adm, OU=PERSONNEL, CN=LECLAIR MEAGAN + SERIALNUMBER=2017348101939252 Reason: I am the author of this document Location: your signing location here Date: 2021-07-13 16:31:54 Foxit PhantomPDF Version: 10.0.1
<b>12. Basis of Payment &amp; Invoicing</b>		
<p>Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.</p> <p>Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.</p> <p>All invoices must be as per contract terms and conditions.</p>		

TASK AUTHORIZATION (TA)			
Contractor: TRM Technologies Inc.		Contract Number: 5500001079	
Task Number: 2022005627		Date: June 23, 2021	
Amendment Number: 2		Date: August 11, 2021	
TA Request (For completion by Project Authority)			
1. Description of service(s) to be delivered/provided as per the Statement of Work			
<p><b>TASKS</b>            Activities may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Evaluate hardware and software relative to their ability to support specified requirements;</li> <li>• Review computer software systems, security controls and data requirements;</li> <li>• Conduct security architecture and design reviews and provide advice;</li> <li>• Participate in security code reviews and penetration testing;</li> <li>• Prepare Threat &amp; Risk Assessments and other certifications and/or assessments as required; and,</li> <li>• Prepare and review other security documentation as required.</li> <li>• Tailor the ITSG-331 controls set to the specific scope of assessment in order to provide security requirements.</li> <li>• Provide advice and guidance on the implementation of security controls.</li> <li>• Review technical documents such as Architecture and Design Specifications (ADS), Concept of Operations (CONOPS) to provide comments/feedback.</li> <li>• Perform Security Assessments and Security Reviews.</li> <li>• Prepare Technical Security Review - Product (TSR-P) reports - AWS (Authorization requests based on level of complexity as defined in the approved CBSA task: Moderate 5-10 days; Complex 10-20 days)</li> <li>• Prepare a security requirement/security profile list of ITSG-33 security controls for project/release (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-5 days; Moderate 5-7 days; Complex 7-15 days)</li> <li>• Prepare Security Assessment Reports (Preliminary/Critical/Final) (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-10 days; Moderate 11-30 days; Complex 31-90 days)</li> </ul> <p><b>DELIVERABLES</b>            SA&amp;A IT security risk management artifacts to be delivered in MS Word format:</p> <ul style="list-style-type: none"> <li>• IT Statement of Sensitivity Report</li> <li>• Threat Assessment (TA) report</li> <li>• Threat and Risk Assessments (TRA) report</li> <li>• Security Assessment Report (SAR)</li> <li>• Technical Security Reviews (TSR)</li> <li>• TRA Plan of Action and Milestones document</li> <li>• IT security assessment/ certification letter</li> <li>• IT security authorization/accreditation letter</li> <li>• SA&amp;A Package</li> </ul>			
2. PERIOD OF SERVICES	From:	June 28, 2021	To: June 27, 2022
3. Service Location	CBSA Offices within the NCR and/or offsite at the Contractor's site		
4. Travel Requirements	[ ] Yes [X] No		
5. Other Conditions/Restrictions	[ ] Yes [X] No Specify:		
6. Basis of Payment	Limitation of Expenditure [X] Ceiling Price [ ] Firm Price [ ]		
7. METHOD OF PAYMENT:			
[ ] Single [X] Monthly [ ] Milestones			
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL			
[ ] Reliability [X] Secret			
9. LANGUAGE OF WORK			
Language of service(s) to be delivered/provided		[X] English	

TA Proposal			
<b>10. Estimated Cost Contract</b>			
Resource Category & Name of Proposed Resource	Firm Per Diem Rate	Estimated level of days of efforts	Total
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$234,950.00
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$234,950.00
Sub-Total Price:			\$469,900.00
Tax (GST or HST):			\$61,087.00
Total Price Including Tax:			\$530,987.00
<b>TA Approval</b>			
<b>11. Signing Authorities</b>			
Name and Title of Individual Authorized to Sign on Behalf of Contractor	Signature		Date
			Aug 12 2021
Name and Title of CBSA Project Authority	Signature HARGRAVE CAROLE  Digitally signed by HARGRAVE CAROLE Date: 2021.08.11 11:09:36 -04'00'		Date
Name and Title of Individual Authorized to Sign on Behalf of the CBSA SPD	Signature LECLAIR MEAGAN  Digitally signed by LECLAIR MEAGAN DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LECLAIR MEAGAN + SERIALNUMBER=2017348101939252 Reason: I am the author of this document Location: your signing location here Date: 2021-08-16 11:52:35 Foxit PhantomPDF Version: 10.0.1		Date
<b>12. Basis of Payment &amp; Invoicing</b>			
Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.			
Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.			
All invoices must be as per contract terms and conditions.			



TASK AUTHORIZATION (TA)	
Contractor: TRM Technologies Inc.	Contract Number: 5500001079
Task Number: 2022005948	Date: July 15, 2021
Amendment Number:	Date:
TA Request	
<p>1. Description of service(s) to be delivered/provided as per the Statement of Work</p> <p><b>TASKS</b></p> <p>Activities may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Evaluate hardware and software relative to their ability to support specified requirements;</li> <li>• Review computer software systems, security controls and data requirements;</li> <li>• Conduct security architecture and design reviews and provide advice;</li> <li>• Participate in security code reviews and penetration testing;</li> <li>• Prepare Threat &amp; Risk Assessments and other certifications and/or assessments as required; and,</li> <li>• Prepare and review other security documentation as required.</li> <li>• Tailor the ITSG-33<sup>1</sup> controls set to the specific scope of assessment in order to provide security requirements.</li> <li>• Provide advise and guidance on the implementation of security controls.</li> <li>• Review technical documents such as Architecture and Design Specifications (ADS), Concept of Operations (CONOPS) to provide comments/feedback.</li> <li>• Perform Security Assessments and Security Reviews.</li> <li>• Prepare Technical Security Review - Product (TSR-P) reports - AWS (Authorization requests based on level of complexity as defined in the approved CBSA task: Moderate 5-10 days; Complex 10-20 days)</li> <li>• Prepare a security requirement/security profile list of ITSG-33 security controls for project/release (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-5 days; Moderate 5-7 days; Complex 7-15 days)</li> <li>• Prepare Security Assessment Reports (Preliminary/Critical/Final) (Authorization requests based on level of complexity as defined in the approved CBSA task: Simple 1-10 days; Moderate 11-30 days; Complex 31-90 days)</li> </ul> <p><b>DELIVERABLES</b></p> <p>SA&amp;A IT security risk management artifacts to be delivered in MS Word format:</p> <ul style="list-style-type: none"> <li>• IT Security Assessment Plan document</li> <li>• Statement of Sensitivity Report</li> <li>• Threat Assessment (TA) report</li> <li>• Threat and Risk Assessments (TRA) report</li> <li>• Security Assessment Report (SAR)</li> <li>• Technical Security Reviews (TSR)</li> <li>• TRA Plan of Action and Milestones document</li> <li>• IT security assessment/ certification letter</li> <li>• IT security authorization/accreditation letter</li> <li>• SA&amp;A Package</li> </ul>	

<sup>1</sup> IT Security Risk Management: A Lifecycle Approach (ITSG-33); <https://www.cyber.gc.ca/en/guidance/it-security-risk-management-lifecycle-approach-itsg-33>

2. PERIOD OF SERVICES	From:	July 20, 2021	To:	June 27, 2022
3. Service Location	CBSA Offices within the NCR and/or offsite at the Contractor's site			
4. Travel Requirements	[ ] Yes [ X ] No			
5. Other Conditions /Restraints	[ ] Yes [ X ] No Specify:			
6. Basis of Payment	Limitation of Expenditure [ X ] Ceiling Price [ ] Firm Price [ ]			
7. METHOD OF PAYMENT:				
[ ] Single [ X ] Monthly [ ] Milestones				
8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL				
[ ] Reliability [ X ] Secret				
9. LANGUAGE OF WORK				
Language of service(s) to be delivered/provided	[ X ] English			
TA Proposal				
10. Estimated Cost Contract				
Resource Category & Name of Proposed Resource	Firm Per Diem Rate	Estimated level of days of effort	Total	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$222,000.00	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$222,000.00	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$222,000.00	
C.3. Information Technology Security Threat and Risk Assessment and Certification and Accreditation Analyst			\$222,000.00	
		Sub-Total Price:	\$888,000.00	
		Tax (HST):	\$115,440.00	

<b>Total Price Including Tax:</b>		<b>\$1,003,440.00</b>
<b>TA Approval</b>		
<b>11. Signing Authorities</b>		
Name and Title of Individual Authorized to Sign on Behalf of Contractor	Signature	Date <b>16 July 2021</b>
Name and Title of CBSA Project Authority Carole Hargrave	Signature <b>HARGRAVE CAROLE</b> <small>Digitally signed by HARGRAVE CAROLE Date: 2021.07.16 08:05:45 -04'00'</small>	Date
Name and Title of Individual Authorized to Sign on Behalf of the CBSA SPD Meagan Leclair	Signature <b>LECLAIR MEAGAN</b> <small>Digitally signed by LECLAIR MEAGAN DN: C=ca, O=gc, OU=ccm-edrc, OU=PERSONNEL, CN=LECLAIR MEAGAN + SERIALNUMBER=2017348101830252 Reason: I am the author of this document Location: your signing location here Date: 2021-07-16 08:18:02 Foxit ReaderPDF Version: 10.0</small>	Date
<b>12. Basis of Payment &amp; Invoicing</b>		
<p>Payment to be made based on receipt of a detailed invoice for services rendered, subject to acceptance by the Technical/Project Authority.</p> <p>Electronic submission of original invoices must be sent to the Technical/Project Authority identified in the Contract.</p> <p>All invoices must be as per contract terms and conditions.</p>		

TASK AUTHORIZATION							
Contractor: CACHE CONSULTING	Outlined agreement # : 5500001067						
Task #: TA008	Original requisition (RVReq)# : 1000354209						
TA PO #: 2022006101							
TA Requisition # : 1000358468	Date: July 19, 2021						
Amendment Number (if applicable) :	Financial coding : 251050000						
1. TA Request							
<p><b>2. Background / Objective:</b></p> <p>Canada Border Services (CBSA) have embarked on a journey to modernize the procurement processes and supporting tools that will alleviate the burden on management and staff to maintain an expected level of service to its stakeholders.</p> <p>SAP Ariba is the first step in implementing SAP's suite of SaaS solutions as CBSA move from ECC to SAP S/4Hana. This will enable CBSA to standardize processes, gain expertise with the new Ariba solution and start capturing the expected benefits that Ariba brings; positioning us well to ultimately adopt Government of Canada Enterprise e-Procurement Solution (GC-EPS) and move to S/4. SAP Ariba scope includes Buying and Invoicing, Sourcing, Contracting, and Supplier Enablement. We also have some courseware development require for our SAP Analytics suite as well</p> <p><b>3. Tasks</b></p> <p>This resource is required to design, develop, and deliver training to CBSA Stakeholders relating to CBSA's procurement processes and SAP Ariba and SAP Analytics.</p> <p>Courseware Developer, SAP Training may be required, but not limited to, to perform the following:</p> <ul style="list-style-type: none"> <li>3.1.1 Perform needs assessment/analysis for training purposes</li> <li>3.1.2 Plan and monitor training projects</li> <li>3.1.3 Perform job, task, and/or content analysis</li> <li>3.1.4 Write criterion-referenced, performance-based objectives</li> <li>3.1.5 Recommend instructional media and strategies</li> <li>3.1.6 Develop performance measurement standards</li> <li>3.1.7 Develop web-based training materials</li> <li>3.1.8 Provide online training tools</li> <li>3.1.9 Prepare end-users for implementation of courseware materials</li> <li>3.1.10 Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences</li> </ul> <p><b>4. Deliverables and Associate Schedule</b></p> <p>The following deliverables will be provided to the technical authority:</p> <table border="1"> <thead> <tr> <th>Deliverables</th> <th>Schedule</th> </tr> </thead> <tbody> <tr> <td>Lead Stakeholder engagement sessions related to training design, development, and delivery</td> <td>July 2021 - Dec 31<sup>st</sup> 2021</td> </tr> <tr> <td>Various sessions involving multiple resources</td> <td></td> </tr> </tbody> </table>		Deliverables	Schedule	Lead Stakeholder engagement sessions related to training design, development, and delivery	July 2021 - Dec 31 <sup>st</sup> 2021	Various sessions involving multiple resources	
Deliverables	Schedule						
Lead Stakeholder engagement sessions related to training design, development, and delivery	July 2021 - Dec 31 <sup>st</sup> 2021						
Various sessions involving multiple resources							

TASK AUTHORIZATION		
- Internal Stakeholders (OCM, Business Process Owners, Super user community)		
- Review To-Be Solution and design training curriculum	July 2021 – Dec 31 <sup>st</sup> 2021	
Assist with the development of the training schedule and plan	July 2021 – Dec 31 <sup>st</sup> 2021	
Develop recommendation for training development tools	July 2021	
Develop Training Documentation; - Using agreed training development tools such as (but not limited to) MS Office products: Word, PowerPoint, Excel, Visio, and MS Teams develop training materials for CBSA Procurement processes and SAP Ariba functionality: o Buying and Invoicing o Sourcing o Contracting o Procurement Operations Desk o Acquisition Cards o Reporting o Other processes as identified - Training materials include: o Instructor presentation materials o End User guides o Quick reference guides o Hands on exercises o Glossary of terms	July 2021 - October 2021	
Assist with Super User/SME training for User Acceptance Testing	August 2021	
Create training exercises and required data for instructor led training	August 2021 – Sept 2021	
Perform Quality Review and Revision based on established standards.	July 2021 - October 2021	
Deliver Train the Trainer training on the processes and modules identified above	September 2021	
Support Delivery of Training to End Users	October 2021 – March 2022	
Coordinate translation process for training		
Weekly status report / progress reports which at a minimum includes: • Significant Accomplishments: Showing all activities completed during the previous period • Planned Accomplishments: Showing all activities planned for the next period • Unplanned Activities: Showing all activities completed which were not planned for the period	Weekly	

TASK AUTHORIZATION			
<ul style="list-style-type: none"> <li>Risk, Issues and Mitigation: Identify all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks</li> </ul>			
<p><b>5. Format of Deliverables</b></p> <p><i>The format of the deliverables is to be specified here.</i></p> <p>6. Documents to be delivered using Microsoft word, Power Point, and excel (if all required)</p> <p>SAP BW and SAP ECC</p>			
<b>2. PERIOD OF SERVICES</b>	From: TA Award 2021	To: March 31 2022	
<b>3. Work Location</b>	355 N. River Road, Ottawa, Ontario *** At home through Covid		
<b>4. Other Conditions /Restraints</b>	[ ] Yes [ x ] No Specify:		
<b>5. Travel</b>	[ ] Yes [ x ] No Specify:		
<b>6. Basis of Payment</b>	Limitation of Expenditure [ x ] Ceiling Price [ ] Firm Price [ ]		
<b>7. METHOD OF PAYMENT:</b>	[ ] Single [ x ] Monthly [ ] Milestones		
<b>8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>			
[ ] Reliability Status [ ] Confidential [ X ] Secret [ ] Not Applicable			
<b>9. BILINGUALISM (if applicable)</b>			
[ ] English and French [ ] French [ x ] English			
<b>TA Proposal</b> <b>[For completion by Contractor]</b>			
<b>10. Estimated Cost Contract</b>			
Category of Proposed Resource and name	Firm Per Diem Rate	Estimated # of Days	Total cost
Courseware Development			\$160,200
<b>Sub-total Professional Fees:</b>			\$160,200
<b>HST:</b>			\$20,826
<b>Total:</b>			\$181,026
<b>TA Approval</b>			
<b>11. Signing Authorities</b>			
	Signatures of Authorized Representatives	Date	
Name & Title of Individual Authorized to Sign on Behalf of Contractor:			
		July 19th, 2021	

TASK AUTHORIZATION			
Name & Title of the Project Authority: <i>Chris Lanoue</i>	LANOUE CHRIS	Digitally signed by LANOUE CHRIS Date: 2021.07.19 12:51:41 -04'00'	
Name & Title of Contracting Authority for CBSA (if required): Stephanie Nachar	NACHAR STEPHANIE	Digitally signed by NACHAR STEPHANIE Location: Montreal Date: 2021-07-19 12: 32:46	
<b>12. Invoicing</b>			
<p>Payment to be made based on receipt of detailed invoices for services rendered, subject to full acceptance by the Project Authority. Total of payments not to exceed the grand total.</p> <p>The supplier should invoice in ¼, ½, ¾ or whole day increments. For example 1.00, 1.25, 1.50 or 1.75 days.</p> <p><b>Invoices must be sent electronically via email to: <a href="mailto:vendors-fournisseurs@cbsa-asfc.gc.ca">vendors-fournisseurs@cbsa-asfc.gc.ca</a></b></p>			
Financial Coding: CCTR 251050000			



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-197627/002			
Contractor Name / Nom du Contracteur :	Adirondack			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022006162	1000360023	195040030	2021-06-07	2021-06-14

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst (Data Analyst / Data Quality Analyst) Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

July 26, 2021

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

July-05-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

Vanier Towers, 333 North River Road

Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
/Business Analyst (Data Analyst / Data Quality Analyst) Level 2					\$234,000.00
Estimated Cost / Coût estimatif					<b>\$234,000.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$30,420.00
Total Estimated Cost / Coût total estimatif					<b>\$264,420.00</b>



Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b></p> <p>Digitally signed by CARR JEFFREY Date: 2021.06.10 09:12:22 -04'00'</p>		<p><b>PROULX SOPHON</b></p> <p>Digitally signed by PROULX SOPHON DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=PROULX SOPHON + SERIALNUMBER=2004178152808603 Reason: I am the author of this document Location: your signing location here Date: 2021-07-22 09:34:46 Foxit PhantomPDF Version: 10.0.1</p>	
Signature		Signature	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
			June 10, 2021

TASK AUTHORIZATION							
Contractor: CACHE CONSULTING	Outlined agreement # : 5500001067						
Task #: TA009	Original requisition (RVReq)# : 1000363414						
TA PO #: 2022006168							
TA Requisition # : 1000363414	Date:2021-07-12						
Amendment Number (if applicable) : N/A	Financial coding : 251050000						
1. TA Request							
<p><b>2. Background / Objective:</b></p> <p>Canada Border Service Agency (CBSA) is currently assessing its SAP footprint in Corporate Administration System (CAS) in order to accommodate the increase in senior management business requirements. Since its initial inception, CBSA's analytics solution rapidly gained momentum and it has become apparent that CBSA needs to revise existing functionality, identify and analyze existing and imminent gaps, and develop the solution design.</p> <p><b>3. Tasks</b></p> <p>The resource(s) is required to review our SAP Business Warehouse landscape and to work with our internal staff to help develop new reports to meet client requirements.</p> <p>SAP Functional Analyst (BOBJ – Business Objects) may be required, but not limited to, to perform the following:</p> <ul style="list-style-type: none"> <li>3.1 Review relevant background documents including existing business processes and end-user and policy requirements provided by CBSA to obtain contextual information of the scope of work;</li> <li>3.2 Work with internal Stakeholders to better understand and identify gaps in the current process;</li> <li>3.3 Participate in working group sessions internally and externally, and conduct external consultations;</li> <li>3.4 Provide assistance and support to CBSA Project Manager / Functional &amp; Technical Authority;</li> <li>3.5 Develop Detailed Design Documentation;</li> <li>3.6 Provide Supporting Documentation;</li> <li>3.7 Configure using BOBJ tools</li> <li>3.8 Provide Expert advice and support to BOBJ staff</li> <li>3.9 Submit status/progress report on tasks progress in MS Word format on a weekly basis;</li> <li>3.10 Analysis and Development in BW where required</li> </ul> <p><b>3. Deliverables and Associate Schedule</b></p> <p>The following deliverables will be provided to the technical authority:</p> <table border="1"> <thead> <tr> <th>Deliverables</th> <th>Schedule</th> </tr> </thead> <tbody> <tr> <td>Lead Stakeholder engagement sessions</td> <td>July 2021 to Mar 31<sup>st</sup> 2022</td> </tr> <tr> <td>Various sessions involving multiple resources</td> <td></td> </tr> </tbody> </table>		Deliverables	Schedule	Lead Stakeholder engagement sessions	July 2021 to Mar 31 <sup>st</sup> 2022	Various sessions involving multiple resources	
Deliverables	Schedule						
Lead Stakeholder engagement sessions	July 2021 to Mar 31 <sup>st</sup> 2022						
Various sessions involving multiple resources							

TASK AUTHORIZATION		
<ul style="list-style-type: none"> <li>- External Stakeholders some examples depending on solution (Treasury Board, Canada Revenue Agency, Royal Canadian Mounted Police, Health Canada)</li> <li>- Internal Stakeholders (Business Process Owners, Executives, Super user community)</li> </ul>		
Configure Develop and Test reports, Queries <ul style="list-style-type: none"> <li>- Using Webl, Design Studio and other tools that fall under the SAP BOBJ suite.</li> </ul>	July 2021 to Mar 31 <sup>st</sup> 2022	
Develop Draft Detailed Design Documentation; <ul style="list-style-type: none"> <li>- Based on industry, Government direction and internal stakeholder requirements draft a detailed design document using word.</li> </ul>	July 2021 to Mar 31 <sup>st</sup> 2022	
Weekly status report / progress reports which at a minimum includes: <ul style="list-style-type: none"> <li>• Significant Accomplishments: Showing all activities completed during the previous period</li> <li>• Planned Accomplishments: Showing all activities planned for the next period</li> <li>• Unplanned Activities: Showing all activities completed which were not planned for the period</li> <li>• Risk, Issues and Mitigation: Identify all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks</li> </ul>	Weekly	

#### 4. Format of Deliverables

The format of the deliverables is to be specified here.

- Documents to be delivered using Microsoft word, Power Point, and excel (if all required)

SAP BOBJ (Business Objects tools)

<b>2. PERIOD OF SERVICES</b>	<b>From: TA award</b>	<b>To: March 31st 2022</b>
<b>3. Work Location</b>	<b>355 N. River Road, Ottawa, Ontario *** At home through Covid</b>	
<b>4. Other Conditions /Restrains</b>	[ ] Yes [ x ] No Specify:	
<b>5. Travel</b>	[ ] Yes [ x ] No Specify:	
<b>6. Basis of Payment</b>	Limitation of Expenditure [ x ] Ceiling Price [ ] Firm Price [ ]	

TASK AUTHORIZATION			
<b>7. METHOD OF PAYMENT:</b>		<input type="checkbox"/> Single <input checked="" type="checkbox"/> Monthly <input type="checkbox"/> Milestones	
<b>8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>			
<input checked="" type="checkbox"/> Reliability Status <input type="checkbox"/> Confidential <input type="checkbox"/> Secret <input type="checkbox"/> Not Applicable			
<b>9. BILINGUALISM (if applicable)</b>			
<input type="checkbox"/> English and French <input type="checkbox"/> French <input checked="" type="checkbox"/> English			
<b>TA Proposal</b> <b>[For completion by Contractor]</b>			
<b>10. Estimated Cost Contract</b>			
<b>Category of Proposed Resource and name</b>	<b>Firm Per Diem Rate</b>	<b>Estimated # of Days</b>	<b>Total cost</b>
SAP BOBJ FY 2022			192,150.00\$
<b>Sub-total Professional Fees:</b>			192,150.00\$
<b>HST:</b>			24,979.50\$
<b>Total:</b>			217,129.50\$
<b>TA Approval</b>			
<b>11. Signing Authorities</b>			
	Signatures of Authorized Representatives		Date
Name & Title of Individual Authorized to Sign on Behalf of Contractor:			July 20, 2021
Name & Title of the Project Authority:	 Digitally signed by LANOUE CHRIS Date: 2021.07.20 09:27:50 -04'00'		2021-01-14
Name & Title of Contracting Authority for CBSA (if required): Stephanie Nachar	NACHAR STEPHANIE Digitally signed by NACHAR STEPHANIE Location: Montreal Date: 2021-07-19 16:16:12		
<b>12. Invoicing</b>			
Payment to be made based on receipt of detailed invoices for services rendered, subject to full acceptance by the Project Authority. Total of payments not to exceed the grand total.  The supplier should invoice in ¼, ½, ¾ or whole day increments. For example 1.00, 1.25, 1.50 or 1.75 days.  <b>Invoices must be sent electronically via email to:</b> <a href="mailto:vendors-fournisseurs@cbsa-asfc.gc.ca">vendors-fournisseurs@cbsa-asfc.gc.ca</a>			
Financial Coding: 251050000			

Public Works and  
Government Services  
CanadaTravaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)**A. General Information / Informations générales**Contract Number / Numéro du contrat : **47419-223800/002/EL**Contractor Name / Nom du Contracteur : **Donna Cona**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022006231	1000361339	1950 400 30/ 2001/ C-00016-22-01	2021-07-06	2021-07-12

**B. For Amendments Only / Aux fins de modification seulement**

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification:

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect (Data Warehouse) - Level 2		English	Reliability/ Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe****Period of Services / Période de service:**Initial Start Date / Date de début initiale : **26-Jul-2021**Initial End Date / Date de fin initiale : **07-Jul-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	None

Work Location(s) / Lieu(x) de travail : National Capital Region, Ottawa

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Tech Arch (Data Warehouse) L2					\$232,300.00
Estimated Cost / Coût estimatif					<b>\$232,300.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$30,199.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$262,499.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

Nathalie Gaul

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

**KOMERY  
TAYLOR**

Digitally signed by KOMERY TAYLOR  
 DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
 CN=KOMERY TAYLOR +  
 SERIALNUMBER=2017307140110281  
 Reason: I agree to specified parts of this document  
 Location: your signing location here  
 Date: 2021-07-21 09:08:30  
 Foxit PhantomPDF Version: 10.0.1

Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
GAUL NATHALIE <small>Digitally signed by GAUL NATHALIE Date: 2021-07-21 09:24:40-0400</small>			
Signature		Signature	
[If applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	2021-07-07	Date
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TASK AUTHORIZATION (TA) FORM			
<b>Contractor:</b>	GCstrategies	<b>Contract Number:</b>	47419-202719/001/EL
<b>Commitment: #</b>	1000362406	<b>Financial Coding:</b>	190810030, 2001, 30700
<b>Task Number</b> (Amendment):	2022006360	<b>Issue Date:</b> July 21, 2021	<b>Response Require By:</b> July 22, 2021

**Statement of Work (Work Activities, Certifications and Deliverables):**

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.

Engendering trust in; the health and safety within Canada's air industry, safety at the front lines for Border Services Officers protective measures in-line with COVID and the need to address the risk due to the growth in low-value shipments (contact-less delivery) - the CBSA needs to react and adapt, leveraging IT to meet these needs.

The focus area of this TA will be Implement modern risk assessment tools to support and enable predictive analytics to address the growing volumes of low-value shipments (contact-less delivery).

CBSA will implement a Customs Strategy to address safety, security and revenue risks related to shipments. This is even more important during COVID as shipment quantities have increased dramatically and CBSA are dealing with very high levels of new unidentified shippers and receivers posing a risk to all Canadians. The Agency's traditional approach to risk assessment, threat identification, and the physical examination of goods which is unsustainable in the face of rising volumes and evolving smuggling methods during this pandemic, and it results in bottlenecks at the border as well as delays and unpredictability for trade chain partners. Out-dated business processes and a lack of system capacity to process large volumes of transactional data, coupled with regulatory gaps concerning advance data requirements for courier shipments, leave the Agency blind to potential safety and security risks and contribute to potential revenue loss, increased processing times, and system outages.

The intent of this solution is to provide safe, digital, data driven and a secure alternative for CBSA to continue to conduct their business and fulfil their mandates during COVID. The solution will primarily reduce exposure of potential risk for front line Border Services Officers working with shipments entering Canada from abroad.

This will involve work in the following technical areas; native mobile applications (both iOS and Android), Biometrics, Amazon Web Services (AWS) cloud services, predictive analytics, geolocation(remote border), Application Programming Interface (API) development, cyber security, credentials, electronic data manifest ingestion, architecture (mobile, security, cloud) and digitization of existing paper forms (and process).

## TASK AUTHORIZATION

### (TA) FORM

The Border Technology Innovation Directorate (BTID) has a requirement for

- two (2) Web Developers
- one (1) Mobile Architect
- three (3) Cloud Architect
- one (1) Data Engineer
- two (2) iOS Developers
- two (2) Quality Assurance Specialist
- two (2) project managers
- two (2) Business Analysts

#### Tasks

The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.

#### Tasks include, but not be limited to the following:

- Implement application audit and logging solution to meet Information Technology Security Guideline (ITSG) requirements
- Data exploration and statistical analysis to get a solid understanding of the underlying data and its characteristics
- Feature engineering to produce optimal input features to ensure maximum value in predictive capabilities
- Construction of multiple models to isolate specific threats (e.g. Opioids, Guns, etc.)
- Predictive model testing and evaluation to ensure the most appropriate model for the task at hand
- Predictive model validation and refinement to maximize the accuracy of the final models
- Model selection and operationalization for integration into the core system
- Automated retraining and deployment routines to avoid model drift and keep the AI informed with the latest data
- Human-in-the-loop design to provide critical guidance to the predictive models using reinforcement learning
- Automated model performance reports to validate predictions and performance over time
- Automated inspection prioritization output to deploy work packages to a BSO's mobile device with high risk targets for inspection, reporting and signoff
- Deploy secure APIs meeting open API standards and in line with TBS direction
- Develop data collection microservices
- Develop business rules microservices
- Develop a big data storage solution and data catalog.
- Implement an AWS cloud solution system integration strategy
- Deploy an internet of things (IOT) solution to collect data from handheld devices
- Create and bind meta data to objects for cataloging and ingestion into the data lake.



## TASK AUTHORIZATION

### (TA) FORM

- Deploy a Protected B Medium Availability Medium (PBMM) highly availability AWS cloud solution
- Support & Testing of passport quality photo capture following ISO/IEC 19794-5 guidelines
- Create a fully automated ingestion pipeline which can parse all incoming messages based on their types (CIMP, CXML, different versions, etc.), extraction of information, rejecting invalid messages and also pushing data in analytical layer for consumption.
- Incorporate the first prototype of AI code, which is highly based on commodity and commodity description aspects in gauging the risk of incoming parcels
- Create a first look of the front-end UI which was doing the very basic linkages to analytical layer.
- Attach Tableau to analytical layer.
- Implement user login integrated with CBSA's Active Directory (AD) including profile name and picture display
- Display not authorized message to any user attempting to access the portal without valid credentials
- Use of AWS services to retrieve sensitive information regarding AD configuration.
- Ensure API stays protected by having IP access restriction. Only the frontend application, CBSA HQ are able to query the API.
- Limit the main table display to list the latest 1000 shipment items each with a computed risk and indicators
- Add the possibility of filtering and sorting rows by clicking on a column header
- Implement a popup to view the raw message pertaining to the selected shipment
- Implement a popup to compare the raw message latest version with a specific version that the user can select with a dropdown list.
- Implement a details page to view all shipment information, risk indicators, and a detailed analysis narrative
- Implement Unit and Integration Tests to prevent system regression with new releases. Tests are being run every time new code is pushed in the code repository.
- Add AWS Application Insights as a logging and performance tool (in both Website and API applications). We can now have end-to-end traffic monitoring from the client website to the database itself, or to any other AWS
- Implement two automated pipelines (Web Application and API) compiling code every time it gets pushed into the development branch.
- Implement approval-based deployment on the Prototype environment. When the product owner is satisfied with the way the application is behaving on Staging environment, they can create and approve a deployment on Prototype for the same compiled version of the code. This way, we can guarantee that the version deployed on Prototype is 100% identical as the one on Staging.
- Created AWS Resource Management templates to ensure the AWS resources are in place and consistent. That way, we can quickly spin up another Environment (like Staging or Prototype) without interacting with AWS portal.
- Ensure that AWS application settings were being set by the deployment pipelines using AWS DevOps Pipeline variables.

## TASK AUTHORIZATION

### (TA) FORM

#### Web Developer

- Code screens for the workflow before and after the warehouse inspections
- Build a secure and performant API for consumption by both the web and mobile applications
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate web application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the web application and API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Mobile Architect

- Code screens for the workflow for BSOs while at the warehouse
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate mobile application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the mobile components of the API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Cloud Architect

- Assist in technical research for component selection during initial phases
- Advise on best practices for implementation across the entire AWS stack
- Work on prototypes for component integration
- Assist in code reviews where needed
- Help to remove technical blockers where required
- Contribute to scrum activities

#### Data Engineering

- Build and document the ingestion platform for courier data
- Design and develop storage models for incoming courier data
- Assist with identification and ingestion of 3<sup>rd</sup> party data sets
- Write data quality validation routines for incoming data
- Write cleansing, merging and transformation routines for all data sets
- Work with Data Science to generate training sets
- Design and develop storage models for consumer applications
- Create loading routines to transfer data into the consumer data stores
- Oversee data pipeline performance and advise and assist with load testing
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities

## TASK AUTHORIZATION

### (TA) FORM

- Produce code documentation

#### Data Architect

- Collect and analyse input data
- Discuss and recommend 3<sup>rd</sup> party datasets for model improvement
- Build POC algorithms for multiple use cases (drugs, guns, etc.)
- Build out multiple approaches to solve the problems
- Generate and validate the results for each approach
- Select the best performing model and refine and solidify the implementation
- Produce a report detailing the approaches taken, the selected approach, and reasoning
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Work with Data Engineering to ensure performance on any implemented models
- Contribute to scrum activities
- Produce code documentation
- Machine Learning OPS
  - Provide AWS Sagemaker support for MLops activities
  - Provide Application development for algorithm operationalization
  - Provide Data lineage, management and audit in Cloud
  - Provide MLops support in the AWS suite
  - Expose API - API Gateway, AWS Lambda, Amazon SageMaker, Amazon ECR, Amazon S3, ...
  - Assists in the creation of the CI/CD pipeline - code commit, gitlab
  - Develops the infrastructure for Logging and Monitoring - cloudwatch, cloud
  - Setup Ongoing maintenance infrastructure

#### Mobile iOS Developers

- Develop the mobile application for iOS
- Create native iOS application
- Code screens for the workflow during the warehouse inspections
- Code functionality for data retrieval to feed the application
- Code form and functionality for data updates to track an item through its lifecycle
- Integrate mobile application with authentication and authorization components from CBSA
- Advise on and assist with application hosting and scaling on AWS
- Advise on and assist with load testing and failover testing for the web application and API
- Advise and contribute to a Continuous Integration and Deployment pipeline
- Contribute to scrum activities
- Produce code documentation

#### Quality Assurance Specialist

- Write test plans for testable components
- Write test scripts for individual pieces of functionality
- Advise on automated testing procedures
- Execute test plans and record and report on results
- Perform smoke tests on any newly released code
- Devise, implement, and execute integration tests

## TASK AUTHORIZATION

### (TA) FORM

- Devise, implement, and execute regressions tests
- Devise, implement, and execute load tests

#### Project manager

- Formulate statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools
- Analysis and development of business "critical success factors"
- Analysis and development of architecture requirements design, process development, process mapping and training

#### Business Analyst

- Review business requirements to include data elements, data formats and validation rules
- Maintain the requirements traceability matrix
- Act as the Subject Matter Expert on requirements for the technical team
- Participate in testing to review the app and ensure requirements are met
- Ensure business requirements are clear and defined. Convert business requirements into technical language and communicate requirements to the Development team
- Translating technology features and defects into business language for the client
- Ensure requirements are accessibility reviewed, approved and prioritized
- Document requirements and user stories within DevOps tickets for developers and testers
- Ensure tickets are complete attaching all relevant documentation
- Communicate changes to requirements and maintain DevOps tickets as requirements are updated

#### Deliverables

The Contractor(s) must provide build, implement and provide a solution that will include:

- DevOps continuous integration / continuous deployment (CI/CD) across all platforms
- Courier Onboarding, Data Receipt and Transmission
- System Documentation
- Logs and Alerts with Automated actions
- Proactive & Smart Random Examinations administration
- Target Threshold administration
- Bond Room Ledger integration
- Port Hierarchy administration
- Trusted Vendor administration

TASK AUTHORIZATION (TA) FORM				
<ul style="list-style-type: none"> <li>• User Profile Sync administration</li> <li>• Manifest Grouping by Day and Courier</li> <li>• Mobile Supported Devices / Platforms</li> <li>• Predictive Algorithms</li> <li>• Knowledge transfer to CBSA IT Solutions and Operations directorate</li> <li>• Knowledge transfer to eventual resources coming from RFP to replace COVID2 contract</li> </ul>				
2. Period of Service:	From (Date)	July 23, 2021	To (Date)	March 31, 2022
3. Work Location:	National Capital Area or remotely			
4. Travel Requirements:	N/A			
5. Language Requirement:	English			
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:	Reliability			
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Cloud Architect				\$210,000.00
Mobile Architect				\$182,000.00
Quality Assurance Specialist				\$154,000.00
Quality Assurance Specialist				\$73,700.00
iOS Developer				\$80,400.00
Data Engineer				\$210,000.00

TASK AUTHORIZATION (TA) FORM		
iOS Developer		\$168,000.00
Web Developer		\$168,000.00
Web Developer		\$168,000.00
Cloud Architect		\$274,500.00
Project Manager		\$130,000.00
Project Manager		\$130,000.00
Business Analyst		\$120,000.00
Business Analyst		\$120,000.00
Cloud Architect		\$225,000.00
		<b>Estimated Cost</b> \$2,413,600.00
		<b>Applicable Taxes</b> \$313,768.00
		<b>Total Labour Cost</b> \$2,727,368.00
		<b>Total Travel &amp; Living Cost</b> N/A
		<b>Firm Price or Maximum TA Price</b> \$2,727,368.00
<b>Contractor's Signature</b>		
Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)		Signature:
		Date: <i>July 21, 2021</i>

TASK AUTHORIZATION (TA) FORM	
<b>Approval – Signing Authority</b>	
<p style="text-align: center;"><b>Signatures (Client)</b></p> <p>Name, Title and Signature of Individual Authorized to sign:</p>  <p>Technical Authority:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><b>YOUNG MEGAN</b></p> </div> <div style="width: 35%;"> <p>Digitally signed by YOUNG MEGAN Date: 2021.07.22 10:33:47 -04'00'</p> </div> </div> <hr style="width: 80%; margin-top: 10px;"/> <p>Date:</p>  <hr style="width: 80%; margin-top: 10px;"/> <p>CBSA Procurement:</p>  <p><u>Stephen Alexander</u></p>  <p>Date: July 21, 2021</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><b>ALEXANDER STEPHEN</b></p> </div> <div style="width: 35%;"> <p>Digitally signed by ALEXANDER STEPHEN Date: 2021.07.21 11:48:55 -04'00'</p> </div> </div>	<p style="text-align: center;"><b>Signatures (PWGSC)</b></p>  <p>Contracting Authority 1:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><b>Durigan, Angela M</b></p> </div> <div style="width: 35%;"> <p>Digitally signed by: Durigan, Angela M DN: CN = Durigan, Angela M C = CA O = GC OU = PWGSC-TPSGC Date: 2021.07.22 14:49: 16 -04'00'</p> </div> </div> <hr style="width: 80%; margin-top: 10px;"/> <p>Date:</p>  <hr style="width: 80%; margin-top: 10px;"/>
<p><sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.</p>	
<p>You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.</p>	

TASK AUTHORIZATION (TA) FORM			
<b>Contractor:</b>	GCstrategies	<b>Contract Number:</b>	47419-202719/001/EL
<b>Commitment: #</b>	1000364263	<b>Financial Coding:</b>	190830020 / 2001 / 30700
<b>Task Number</b> (Amendment):	2022006378	<b>Issue Date:</b> July 8, 2021	<b>Response Require By:</b> July 9, 2021
<p><b>Statement of Work (Work Activities, Certifications and Deliverables):</b></p> <p>The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.</p> <p>Canada Border Services Agency is the department of the Government of Canada with responsibility for border control, immigration enforcement, and customs services. CBSA is working to implement a PBMM compliant installation of Power Platform.</p> <p>After the first engagement on the SA&amp;A process for Azure DevOps, CBSA would like to replicate the process for Power Platform. In so doing, CBSA hopes to accelerate application modernization.</p> <p>CBSA need to document Power Platform security controls in support of CBSA's SA&amp;A process. The goal of the SA&amp;A process is to allow CBSA to achieve Authorization to Operate ("ATO").</p> <p>The Border Technology Innovation Directorate (BTID) has a requirement for</p> <ul style="list-style-type: none"> <li>• two (2) Cloud Architects</li> <li>• one (1) Project Manager</li> </ul> <p><b>Tasks</b></p> <p>The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.</p> <p><b>Tasks include, but not be limited to the following:</b></p> <ul style="list-style-type: none"> <li>• Verify Network Access</li> <li>• Review the following configuration             <ul style="list-style-type: none"> <li>▪ Azure AD Security Configuration</li> <li>▪ PowerApps and PowerBI Security Controls and Configuration</li> <li>▪ Gather and record Power Platform Control Evidence</li> </ul> </li> <li>• Review the following Azure DevOps SA&amp;A Feedback relevant to PowerApps             <ul style="list-style-type: none"> <li>○ Azure DevOps Concept of Operations</li> <li>○ Azure DevOps Security Requirements Traceability Matrix (all control families)</li> </ul> </li> <li>• Meet with CBSA to review feedback if necessary</li> </ul>			



# **TASK AUTHORIZATION** **(TA) FORM**

- Integrate Azure DevOps SA&A Feedback into Power Platform SA&A documents
- Receive Feedback from CBSA IT Security on the Power Platform SA&A documents
- Meet with CBSA to review feedback if necessary
- Integrate Feedback into the following Power Platform SA&A Documents
  - Power Platform Concept of Operations
  - Power Platform Security Requirements Traceability Matrix
  - Power Platform Safeguard Implementation Plan
  - Power Platform Control Evidence Report
- Issue Updated Versions of the Power Platform SA&A Documents
- Create Disaster Recovery Plan for Power Platform
  - Review AWS Disaster Recovery Plan
  - Gather information required to customize for Power Platform
  - Identify up to 5 disaster scenarios
  - Meet with CBSA to review roles and responsibilities
  - Draft Plan
  - Deliver Draft
  - Review with CBSA and Incorporate Feedback
  - Deliver Updated Disaster Recovery Plan

Deliverable	Due Date	Billing Month	Estimate Cost
<b>Concept of Operations (ConOps)</b> A Word document with supporting diagrams that describe the components of the system and their interrelationship with each other. A ConOps can also include information on data flows, data processing, user interaction, input/outputs and connectivity to other system. In summary it describes the overall operation of the system under assessment (<5 pages).	26-July-21	July, 2021	
<b>Security Requirements Traceability Matrix (SRTM)</b> A security requirements traceability matrix is often an Excel spreadsheet or Word document containing a table of security requirements for a given system. These are mapped to threats as well as current/planned safeguards to assist in determining the risk of operating a given system (<5 pages).	03-Aug-21	Aug., 2020	
<b>Safeguard Implementation Plan (SIP)</b> The Safeguard implementation plan is a series of recommendations based on the Security Requirements Traceability Matrix (SRTM) that describes how the organization will treat the residual risk identified by the SRTM. This may include reducing risk through additional safeguards, transferring risk to other providers/partners, and or accepting specific risks. This document can also be used to outline options for treating risk (<5 pages).	09-Aug-21	Aug., 2020	
<b>Disaster Recovery Plan</b> The Disaster Recovery Plan is a Microsoft Word document that will outline Key Dependencies, Key Service Level Metrics for Disaster Recovery, Disaster Recovery Plan Distribution List and Discovery Recovery Process.	16-Aug-21	Aug., 2020	

TASK AUTHORIZATION (TA) FORM				
<b>Executive Summary</b> The Executive Summary is a brief 1-2 page summary of the SA&A Process, its recommendations and the residual risk that the responsible authority will be required to accept in operating the system under assessment.		23-Aug-21	Aug., 2020	
<b>Summary Presentation</b> This slide deck summarizes the process and results of the SA&A process so that it can be shared amongst system stakeholders and reviewed by the responsible authority (< 25 Slides).		30-Aug-21	Aug., 2020	
2. Period of Service:	From (Date)	July 26, 2021	To (Date)	Dec. 31, 2021
3. Work Location:	National Capital Area or remotely			
4. Travel Requirements:	N/A			
5. Language Requirement:	English			
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:	Reliability			
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Cloud Architect				\$45,000.00
Cloud Architect				\$45,000.00
Project Manager				\$26,000.00
Estimated Cost				\$116,000.00
Applicable Taxes				\$15,080.00
Total Labour Cost				\$131,080.00
Total Travel & Living Cost				N/A
Firm Price or Maximum TA Price				\$131,080.00

TASK AUTHORIZATION (TA) FORM	
Contractor's Signature	
Name, Title and Signature of Individual Authorized to sign on behalf of the <b>Contractor</b> (type or print)	Signature:  Date: July 21, 2021
Approval – Signing Authority	

TASK AUTHORIZATION (TA) FORM	
<b>Signatures (Client)</b>	<b>Signatures (PWGSC)</b>
Name, Title and Signature of Individual Authorized to sign:	
Technical Authority: <b>YOUNG MEGAN</b>	Contracting Authority <sup>1</sup> :
<small>Digitally signed by YOUNG MEGAN Date: 2021.07.22 10:41:32 -04'00'</small>	
Date:	
CBSA Procurement: <b>LEGER TEAGAN</b>	
<small>Digitally signed by LEGER TEAGAN DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LEGER TEAGAN + SERIALNUMBER=2021042083426302 Reason: I agree to the terms defined by the placement of my signature in this document Location: your signing location here Date: 2021-07-22 11:57:13 Foxit PhantomPDF Version: 10.0.1</small>	
Date:	Date:
<sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.	
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	

TASK AUTHORIZATION (TA) FORM			
<b>Contractor:</b>	GCstrategies	<b>Contract Number:</b>	47419-202719/001/EL
<b>Commitment: #</b>	1000364263	<b>Financial Coding:</b>	190830020 / 2001 / 30700
<b>Task Number</b> (Amendment):	2022006378 (001)	<b>Issue Date:</b> Nov 01, 2021	<b>Response Require By:</b> Nov 03, 2021
<p><b>Statement of Work (Work Activities, Certifications and Deliverables):</b></p> <p>The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.</p> <p>Canada Border Services Agency is the department of the Government of Canada with responsibility for border control, immigration enforcement, and customs services. CBSA is working to implement a PBMM compliant installation of Power Platform.</p> <p>After the first engagement on the SA&amp;A process for Azure DevOps, CBSA would like to replicate the process for Power Platform. In so doing, CBSA hopes to accelerate application modernization.</p> <p>CBSA need to document Power Platform security controls in support of CBSA's SA&amp;A process. The goal of the SA&amp;A process is to allow CBSA to achieve Authorization to Operate ("ATO").</p> <p>The Border Technology Innovation Directorate (BTID) has a requirement for</p> <ul style="list-style-type: none"> <li>• two (2) Cloud Architects</li> <li>• one (1) Project Manager</li> </ul> <p><b>Tasks</b></p> <p>The Contractor(s) must provide support for IM/IT professional services on an as and when required basis. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the National Capital Area or remotely.</p> <p><b>Tasks include, but not be limited to the following:</b></p> <ul style="list-style-type: none"> <li>• Verify Network Access</li> <li>• Review the following configuration             <ul style="list-style-type: none"> <li>▪ Azure AD Security Configuration</li> <li>▪ PowerApps and PowerBI Security Controls and Configuration</li> <li>▪ Gather and record Power Platform Control Evidence</li> </ul> </li> <li>• Review the following Azure DevOps SA&amp;A Feedback relevant to PowerApps             <ul style="list-style-type: none"> <li>○ Azure DevOps Concept of Operations</li> <li>○ Azure DevOps Security Requirements Traceability Matrix (all control families)</li> </ul> </li> <li>• Meet with CBSA to review feedback if necessary</li> <li>• Integrate Azure DevOps SA&amp;A Feedback into Power Platform SA&amp;A documents</li> </ul>			

## TASK AUTHORIZATION

### (TA) FORM

- Receive Feedback from CBSA IT Security on the Power Platform SA&A documents
- Meet with CBSA to review feedback if necessary
- Integrate Feedback into the following Power Platform SA&A Documents
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  - Review with CBSA and Incorporate Feedback
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Deliverable	Due Date	Billing Month	Estimate Cost
<b>Concept of Operations (ConOps)</b> A Word document with supporting diagrams that describe the components of the system and their interrelationship with each other. A ConOps can also include information on data flows, data processing, user interaction, input/outputs and connectivity to other system. In summary it describes the overall operation of the system under assessment (<5 pages).	30-Nov-21	Nov., 2021	
<b>Security Requirements Traceability Matrix (SRTM)</b> A security requirements traceability matrix is often an Excel spreadsheet or Word document containing a table of security requirements for a given system. These are mapped to threats as well as current/planned safeguards to assist in determining the risk of operating a given system (<5 pages).	31-Dec-21	Dec., 2021	
<b>Safeguard Implementation Plan (SIP)</b> The Safeguard implementation plan is a series of recommendations based on the Security Requirements Traceability Matrix (SRTM) that describes how the organization will treat the residual risk identified by the SRTM. This may include reducing risk through additional safeguards, transferring risk to other providers/partners, and or accepting specific risks. This document can also be used to outline options for treating risk (<5 pages).	31-Jan-22	Jan., 2022	

TASK AUTHORIZATION (TA) FORM				
<b>Disaster Recovery Plan</b> The Disaster Recovery Plan is a Microsoft Word document that will outline Key Dependencies, Key Service Level Metrics for Disaster Recovery, Disaster Recovery Plan Distribution List and Discovery Recovery Process.	28-Feb-22	Feb., 2022		
<b>Executive Summary</b> The Executive Summary is a brief 1-2 page summary of the SA&A Process, its recommendations and the residual risk that the responsible authority will be required to accept in operating the system under assessment.	31-Mar-22	March 2022		
<b>Summary Presentation</b> This slide deck summarizes the process and results of the SA&A process so that it can be shared amongst system stakeholders and reviewed by the responsible authority (< 25 Slides).	31-Mar-22	March 2022		
<p><b>AMENDMENT 001:</b> With the current progress of the work, it is foreseen that the initial December 31, 2021 completion date will not be met hence this amendment is issued to extend the TA end date from December 31, 2021 to March 31, 2022. No change in TA value.</p> <p>All other terms and conditions remains unchanged.</p>				
<b>2. Period of Service:</b>	<b>From</b> (Date)	July 26, 2021	<b>To</b> (Date)	March 31, 2022
<b>3. Work Location:</b>	National Capital Area or remotely			
<b>4. Travel Requirements:</b>	N/A			
<b>5. Language Requirement:</b>	English			
<b>6. Other Conditions/Constraints:</b>				
<b>7. Level of Security Clearance required for the Contractor Personnel:</b>	Reliability			
<b>8. Contractor's Response:</b>				
<b>Category and Name of Proposed Resource</b>	<b>PWGSC Security File Number</b>	<b>Per Diem Rate</b>	<b>Estimated # of Days</b>	<b>Total Cost</b>
Cloud Architect				\$45,000.00
Cloud Architect				\$45,000.00





TASK AUTHORIZATION (TA) FORM	
<b>Signatures (Client)</b>  Name, Title and Signature of Individual Authorized to sign:  Christiane Frem  Technical Authority:  <i>Christiane Frem</i>  _____  Date: 2021-11-02  _____  CBSA Procurement: <b>GOLDING JASMINE</b>  _____  Date:  _____  <small>Digitally signed by GOLDING JASMINE DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=GOLDING JASMINE + SERIALNUMBER=2020342163253228 Reason: I am the author of this document Location: your signing location here Date: 2021-11-02 13:36:15 Foxit PhantomPDF Version: 10.0.1</small>	<b>Signatures (PWGSC)</b>    Contracting Authority <sup>1</sup> :  _____  Date:  _____  _____
<sup>1</sup> Signature required for TA valued at <b>\$300,000.00</b> or more, Applicable Taxes included.	
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-178445/004/ZQ			
<b>Task Authorization (TA) Number</b>	1000358142 - 2022006387			
<b>Contractor's Name and Address</b>				
883746117PG004 MGIS Inc. 23 Ballyboy Street, Ottawa, Ontario, K2S2H1				
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$118,125.00		
<b>New TA Revision</b>				
TA Revision Number:		Amount to be increased or (decreased):		
Total Estimated Cost of Task (Applicable Taxes extra) after revisions:		\$118,125.00		
<b>Contract Security Requirements (as applicable)</b>				
This task includes security requirements.  Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.  Remarks: Secret Level				
<b>Required Work</b>				
<b>SECTION A – Task Description of the Work Required</b>				
As per attached statement of work.				
<b>Period of Service</b>	<b>From (Date)</b>	August 5, 2021	<b>To (Date)</b>	December 31, 2021
Work Location		The Contractor's resource will be required to adopt a flexible work arrangement, which may include one or more of the following: <ul style="list-style-type: none"> <li>Working on CBSA premises in the National Capital Region (NCR)</li> <li>Colocation / Shared office spaces</li> </ul> Working remotely (on the contractor's premises, the resources domicile, or another approved remote location)		
Travel Requirements		None		
Language Requirements		The contractor must be able to communicate orally and in writing in English without assistance and with minimal errors.		

## SECTION B – Applicable Basis of Payment

### TA subject to a Limitation of Expenditure

When the basis of payment specified in a TA authorized and issued on the Contact is limitation of expenditure, the Contractor will be reimbursed for the costs reasonable and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modification or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- a) When it is 75 percent committed, or
- b) Four (4) months before the final delivery date specified in the authorized TA, or
- c) As soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

Whichever comes first.

If the notification is for inadequate TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

## SECTION C - Cost Breakdown of Task

Category		Level of Expertise	Estimated Level Of Effort	Per Diem
	Business Architect	Senior		
Name of Proposed Resource				
Security Certificate/Clearance Number				
Expiry Date (YYY/MM/DD)				

## SECTION D- Applicable Method of Payment

### Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contact if:

- a) An accurate and complete invoice and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) All such documents have been verified by Canada;

The work performed has been accepted by Canada

## Authorization - Autorization

By signing this TA, the Project Authority and CBSA Contracting Authority; or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet et l'autorité contractante ce l'ASFC; ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority –

Nom du chargé de projet \_\_\_\_\_

Signature **BELANGER KELLY** Digitally signed by BELANGER KELLY  
 Date: 2021.07.21 15:06:56 -04'00'

Date \_\_\_\_\_

Name of CBSA Contracting Authority -

Nom de l'autorité contractante de ASFC Teagan Leger

Signature **LEGER TEAGAN** Digitally signed by LEGER TEAGAN  
 DN: C=ca, O=gs, OU=ccra-adm, OU=PERSONNEL,  
 CN=LEGER TEAGAN + SERIALNUMBER=2021042083426302  
 Reason: I agree to the terms defined by the placement of my  
 signature in this document  
 Location: your signing location here  
 Date: 2021.07.22 11:11:57  
 Foxit PhantomPDF Version: 10.0.1

Date \_\_\_\_\_

Name of PWGSC Contracting Authority (if required)-

Nom de l'autorité contractante de TPSGC (si requis) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor

Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_

Date July 22, 2021

## STATEMENT OF WORK

TITLE	Senior Business Architect, Project and Service Management Directorate (PSMD), ISTB
BACKGROUND	<p>Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.</p> <p>CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.</p> <p>On February 4, 2011, the Prime Minister of Canada and the President of the United States issued a declaration called "Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness", also called the "Declaration". The Declaration established a new long-term partnership built upon a perimeter approach to security and economic competitiveness. This means working together, not just at the border, but also beyond the border to enhance our security and accelerate the legitimate flow of persons, goods and services. Leaders called for the development of a joint action plan to realize this goal.</p> <p>To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products, applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.</p>

	<p>The Projects and Service Management Directorate (PSMD) supports the Agency's mandate to provide integrated border services through the provision of overarching project and service management of all IT-led and IT-enabled projects, initiatives and services across all business lines.</p> <p>Specifically, the directorate is accountable for the strategic and integrated management, oversight and governance of IT-led projects, and the IT component for all IT-enabled projects and services, to ensure that they remain relevant and applicable to the Agency's business needs. Projects will not be limited to "major" projects, but will include critical ISTB-driven projects/initiatives, such as Windows migrations, Collaboration tools rollout, Radio deployments.</p>
SCOPE OF WORK	<p>The Contractor must provide resources on an "as-and-when requested" basis to deliver new capabilities and service to develop and manage the PSMD's projects such as Right Touch Air, Mobile Border, Chain of Trust, etc.</p>
TASKS	<p>The undernoted services may include, but are not limited to the following:</p> <ul style="list-style-type: none"> <li>a) Assist with the development of an aligned Business Architecture against the Enterprise Architecture including processes, models, strategies and organizational structures to enhance the business environment in which architectures are defined, developed and aligned with business goals;</li> <li>b) Develop artifacts to support the business (e.g., Baseline and Target Business Architecture Descriptions, Candidate Roadmap Components, Architecture Definition Document);</li> <li>c) Assist with the development of information product architectures to provide process and requirement recommendations for improvement;</li> <li>d) Participate in requirement definition sessions with stakeholders and clients where required;</li> <li>e) Provide expert advice on the key initiatives that enable enterprises to deploy high-impact business processes that are focused, accountable and measurable, particularly about principles of leadership, governance and operational competencies;</li> <li>f) Analyze functional requirements to identify improvements in information, procedures, and decision flows, and make recommendations;</li> <li>g) Provide expert advice in developing and integrating process and information models between business processes to eliminate information and process redundancies;</li> <li>h) Oversee and manage product user interface designs, organize user experience testing with end-users, and introduce</li> </ul>

	<p>necessary changes to products where needed to ensure a unified user experience across all technical product solutions;</p> <ul style="list-style-type: none"> <li>i) Develop Business Capabilities and Business Knowledge documentation and design Business Operational and Organizational Views;</li> <li>j) Assist with the implementation and growth of the Client-TBS Portfolio Alignment Framework (e.g., customization of the framework within the directorate and development of all artifacts needed to support and maintain this important piece of work;</li> <li>k) Perform gap analyses between business goals and planned solutions to identify areas for better alignment of technical product solutions with business needs;</li> <li>l) Evaluate service and application interfaces including manual to automated operations within application sub-systems, external systems and between new and existing systems;</li> <li>m) Identify opportunities to create new definitions and leverage existing IT services, create service portfolios, establish service contracts (e.g., Service Level Agreements) and plans for continual service improvement;</li> <li>n) Identify opportunities for leveraging existing Commercial off the Shelf (COTS) products and other procured solutions for reducing operational costs;</li> <li>o) Define business models to serve as the foundation for enhancing accountability and improve decision-making within the Directorate;</li> <li>p) Assess impact of legislative and operational requirement changes to product architectures;</li> <li>q) Support development of business architectures, frameworks and strategies for each major application area to meet the business requirements related to information, usability, and performance criteria for a business line;</li> <li>r) Participate in the financial planning for technical products and solutions;</li> <li>s) Participate in change impact analysis and change management activities;</li> <li>t) Preparing visual impact assessments (e.g., dashboards, plans, charts, tables and diagrams) to assist in communicating and analyzing project issues within the Directorate;</li> <li>u) Enforce departmental architectural standards (where required);</li> <li>v) Assist the conducting of post project reviews ("lessons learned") where necessary to help project teams with continual improvement; and</li> <li>w) Provide regular recommendations for improvements to methodologies, technologies and procedures.</li> <li>x) Utilize business process tools (examples include VISIO, BPWIN, Oracle Case, Rational Rose and RUP) to carry out the above activities.</li> </ul>
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DELIVERABLES	The following deliverables may include, but are not limited to the following:	
	Deliverable	Timeline
		These are specific to each project and are dependent on the various project timelines hence will be subject to change.
	a) Aligned Business Architecture Development;	
	b) Baseline and Target Business Architecture Descriptions, Candidate Roadmap Components, and Architecture Definition Documents;	
	c) Business and Information Product Architectures;	
	d) Expert Advice On Key Initiatives ( High-Impact Business Processes, Particularly About Principles Of Leadership, Governance and Operational Competencies;	
	e) Improvements In Information, Procedures, Decision Flows, and Recommendations;	
	f) Product User Interface Designs;	
	g) Business Capability and Business Knowledge Documentation;	
	h) Business Operational and Organizational Views;	
	i) Gap Analyses between Business Goals and Planned Solutions;	
	j) Service and Application Interface Evaluation;	
	k) Business Model Definitions;	
	l) Legislative and Operational Requirement Changes to Product Architectures;	
	m) Business Architecture Development;	
	n) Change Impact and Change Management Analysis;	



	o) Visual Impact Assessments (Dashboards, Plans, Charts, Tables and Diagrams);	
	p) Post Project Reviews; and	
	q) Knowledge Transfer.	
	All deliverables are subject to change in accordance to the project timelines and the date the resource is available to work.	
CONSTRAINTS	<p>(a) The Work must be performed within CBSA's normal working hours of 7:00 AM to 6:00 PM.</p> <p>(b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.</p>	
WORK LOCATION	<p>Contracted resources must be willing and able to accept a flexible work arrangement, including any or all of the following:</p> <ul style="list-style-type: none"> <li>• Working remotely off-site</li> <li>• Use of collaborative work spaces</li> <li>• Shared cubicles when working on site within the National Capital Region (NCR).</li> </ul> <p>As such, the contracted resource must be able to provide their own devices such as laptops or personal computers. In such cases, the CBSA will be responsible for providing the appropriate network and systems accesses.</p>	
TRAVEL REQUIREMENTS	There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA.	



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-206529 001 EL		
Contractor Name / Nom du Contracteur :		Dalian Enterprises and Coradix Technology Consulting, in Joint Venture		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022006911	1000365373	190810070 / 2001 / 30700	2021-07-20	2021-07-20

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
I.7 Platform Analyst L3		English	Reliability / Fiabilité
B.6 Business Systems Analyst L3 (2)		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	30-Jul-2021
Initial End Date / Date de fin initiale :	31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
Work Location(s) / Lieu(x) de travail :	National Capital Region

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.7 Platform Analyst L3					\$135,180.00
B.6 Business Systems Analyst L3					\$121,320.00
				Estimated Cost / Coût estimatif	<b>\$256,500.00</b>
				HST	<b>\$33,345.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$289,845.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
		I a limite d'autorisation du client est \$300 000 I orsque la valeur de l'AT et ses modifications	
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<b>YOUNG MEGAN</b> Digitally signed by YOUNG MEGAN Date: 2021.07.28 11:01:46 -04'00'			
Signature		Signature	
Name of the representative from CBSA Procurement		Date	
<b>LEGER TEAGAN</b> Digitally signed by LEGER TEAGAN CN=LEGER TEAGAN + SERIALNUMBER=2021042083426002 Reason: I agree to the terms defined by the placement of my signature in this document Location: your signing location here Date: 2021-07-28 13:25:56 Fast-PhantomPDF Version: 10.0.1			
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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Statement of Work

<b>Contract Number</b> <b>47419-206529/001/EL</b>	<b>Task Authorization Number</b>						
<b>Category / Level</b> <table border="1"><thead><tr><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>I.7 Platform Analyst</td><td>Level 3</td></tr><tr><td>B.6 Business Systems Analyst x2</td><td>Level 3</td></tr></tbody></table>		RESOURCE CATEGORY	LEVEL OF EXPERTISE	I.7 Platform Analyst	Level 3	B.6 Business Systems Analyst x2	Level 3
RESOURCE CATEGORY	LEVEL OF EXPERTISE						
I.7 Platform Analyst	Level 3						
B.6 Business Systems Analyst x2	Level 3						
<b>Objectives</b> <i>(High-level description of expected outcome)</i> <p>ArriveCAN is a mobile and web app owned by Public Health Canada and developed and maintained by the Canada Border Services Agency. It is mandatory required by law for all travellers arriving to Canada by Air, Land and/or marine to report Covid Symptoms and Quarantine plans. <a href="https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19/arrivecan.html">https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19/arrivecan.html</a>. Given that ArriveCAN is a Covid app, it is a high priority project for the Government of Canada. The work on this team is fast paced and relevant.</p> <p>ArriveCAN requires these services to (1) ensure that the app meets Public Health Agency of Canada (PHAC) requirements useful to travellers arriving in Canada and reflects the mandate and standard of the Canada Border Services Agency (CBSA), (2) ensure the quality of both mobile and web based ArriveCAN applications, and (3) provide ongoing maintenance and support of the ArriveCAN Mobile and Web Apps. As ArriveCAN is a critical tool required to support current legislation, this resource need is urgently required.</p>							
<b>Scope of Work</b> <i>(An overview of the work that needs to be done)</i> <p>The Contractor must complete the deliverables outlined in this statement of work through IM/IT professional services with the following resource category:</p> <table border="1"><thead><tr><th>RESOURCE CATEGORY</th><th>LEVEL OF EXPERTISE</th></tr></thead><tbody><tr><td>I.7 Platform Analyst</td><td>Level 3</td></tr><tr><td>B.6 Business Systems Analyst x2</td><td>Level 3</td></tr></tbody></table>		RESOURCE CATEGORY	LEVEL OF EXPERTISE	I.7 Platform Analyst	Level 3	B.6 Business Systems Analyst x2	Level 3
RESOURCE CATEGORY	LEVEL OF EXPERTISE						
I.7 Platform Analyst	Level 3						
B.6 Business Systems Analyst x2	Level 3						
<b>Tasks</b> <p>Tasks will include, but not be limited to the following:</p> <ul style="list-style-type: none"><li>• Develop and document detailed statement of requirements for the proposed platform</li><li>• Analyze functional requirements to identify information, procedures and decision flows</li></ul>							



Canada Border  
Services Agency

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<ul style="list-style-type: none"> <li>• Evaluate existing procedures and methods, identify and documents database content, structure, and application sub-systems, and develop data dictionary</li> <li>• Define and document interfaces of manual to automated operations within sub-systems, to external systems and between new and existing systems</li> <li>• Define input/output sources, including detailed plan for technical design phase, and obtain approval for system proposals</li> <li>• Design and document in detail all system components, interfaces and operational environment</li> <li>• Design data structures and files, sub-systems and modules, programs, batch, on line, and production monitoring procedures, testing strategy and systems</li> <li>• Document system design, concepts and facilities, present and obtain approval of detailed system designs</li> <li>• Produce operational systems including all forms, manuals, programs, data files and procedures</li> <li>• Performing the testing coordination and activities for all ArriveCAN releases (including design the test plans, test execution, log and retest the bugs, coordinating and mentoring the other testers in the team, handling the notification promotions)</li> <li>• Performing full regression testing for every release</li> <li>• Coordinating integration testing with other teams</li> <li>• Production release support and performing the post-implementation testing</li> </ul>	
<p><b>Deliverables</b> (<i>List of expected deliverables to be produced or provided</i>)</p> <p>The Contractor will provide the following Deliverables:</p>	<p><b>Due Date</b> <b>TBD by</b> <b>Technical</b> <b>Authority as</b> <b>needed</b></p>
<ul style="list-style-type: none"> <li>• ArriveCAN Test Plans &amp; Results</li> </ul>	<p><b><i>Bi-weekly</i></b></p>
<ul style="list-style-type: none"> <li>• Updated ArriveCAN requirement documents</li> </ul>	<p><b><i>Bi-weekly</i></b></p>
<ul style="list-style-type: none"> <li>• ArriveCAN Testing Status Reports</li> </ul>	<p><b><i>As required</i></b></p>
<p>Other deliverables</p> <ul style="list-style-type: none"> <li>• Written and verbal advice;</li> <li>• Issues papers/Briefing Notes;</li> <li>• Presentation decks and materials;</li> <li>• Meeting facilitation and reports (e.g. Monthly Progress Reports);</li> <li>• Trend Analyses;</li> <li>• Guides, manuals, reports to be disseminated to various stakeholders as required;</li> <li>• Meeting agendas, schedules and minutes;</li> <li>• Synthesis report of facilitated meetings;</li> <li>• Activity reports;</li> </ul>	<p><b><i>As required</i></b></p>



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- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Conversation notes, design documentation, change management documentation, site inspection reports</li></ul> |  |
|--|--|



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<p>Deliverables to be submitted in hard and soft copies in the appropriate software formats (e.g. MS Project or MS Office Suite applications as identified by the Project Authority). All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version.</p> <p>There may be a requirement for the Contractor's resource to access information available exclusively at Canada's facilities in the NCA. All documents developed and/or updated the Contractor's resources must be provided to the Project Authority for review, approval and signature (as required). All Work under this Contract must be accessible to the Project Authority Departmental Representative at all times.</p>	<p><b>As required</b></p>
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<p><b>Reporting Requirements</b></p> <p>The Contractor will provide the following reports to the Technical Authority:</p> <p>a) Invoices for fixed price work must be submitted as outlined in the contract</p>	<p><b>Only as reports are completed and provided to the Technical Authority. Deliverables are to be confirmed with the Technical Authority in advance of invoice submissions.</b></p>
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Professional Services Division (ZV)/Division des  
Services Professionnels(ZV)  
Les Terrasses de la Chaudière  
10, rue Wellington, 4th floor  
Gatineau  
Quebec  
K1A0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen  
in right of Canada, in accordance with the terms and conditions  
set out herein, referred to herein or attached hereto, the goods,  
services, and construction listed herein and on any attached  
sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté  
la Reine du chef du Canada, aux conditions énoncées ou  
incluses par référence dans les présentes, et aux annexes  
ci-jointes, les biens, services et construction énumérés dans  
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This document contains a security requirement

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

874454911PG0001  
ADRM TECHNOLOGY CONSULTING GROUP CORP  
1052 St-Laurent Blvd  
Unit #2  
Ottawa  
Ontario  
K1K3B4  
Canada  
Operating as: ADRMTEC

<b>Title - Sujet</b> TSPS - Strategic Advisor	
<b>Contract No. - N° du contrat</b> 47419-208904/001/ZV	<b>Date</b> 2020-12-24
<b>Client Reference No. - N° de référence du client</b> 1000348904	
<b>Requisition No. - N° de la demande</b> 47419-208904	
<b>File No. - N° de dossier</b> 005zv.47419-208904	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> 74425  Patrick Boucher / 160000000 / 201/	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL Vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> St-Louis, Robin	<b>Buyer Id - Id de l'acheteur</b> 005zv
<b>Telephone No. - N° de téléphone</b> (613) 858-6185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$4,633,000.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b>  StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.12.24 10:29:15 -05'00'</small>	

Solicitation No. - N° de l'invitation

47419-208904

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1000348904

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File No. - N° du dossier

Buyer ID - Id de l'acheteur

005zv

CCC No./N° CCC - FMS No./N° VME

## 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 7.1.1 Task Authorization

**A.** Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

**C.** TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

**E.** TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex A, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and

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005zv

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- the Contract method(s) of payment applicable to the task or revised task.

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex A; and;
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
 the resume of the proposed resource; and  
 a demonstration that the proposed resource meets:  
 the Contract security requirements;

**G.** TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

**H.** Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) ; and "Minimum Contract Value" means a fixed amount of \$5,000.00
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

**I.** Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in

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Buyer ID - Id de l'acheteur

005zv

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paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc.;
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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## J. Administration of the TA Process

The administration of the TA process will be carried out by CBSA's project authority. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.3 Security Requirement

**7.3.1** The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition).

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from Date of Contract to December 23, 2021.

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## 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Contracting Officer

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Geneviève Binet

Title: Director General

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue, Ottawa, Ontario, K1A 0L8

Telephone: 613-290-0806

E-mail address: genevieve.binet@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

Name:

Title:

ADRM Technology Consulting Group Corp.

Address: 1052 St-Laurent Blvd, Unit #2, Ottawa, Ontario, K1K 3B4

Telephone:

E-mail address:

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## 7.6 Payment

### 7.6.1 Basis of Payment

#### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.6.2 Canada's Total Liability

#### Limitation of Expenditure - Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ 4,100,000.00. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure,

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whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **7.6.3 Method of Payment**

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International); and
- b. Wire Transfer (International Only).

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.



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## 2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment; and  
OR
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2018-06-21), General Conditions - Higher Complexity - Services;
- (c) Annex A Statement of Work;
- (d) Annex B Basis of Payment;
- (e) Annex C Security Requirements Check List;
- (f) Annex D Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Contractor's Supply Arrangement E60ZT-18TSPS; and
- (i) the Contractor's bid dated February 3, 2020.

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## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 Additional Resources

The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

### Additional Resources Process

1. The Project Authority will provide the Contractor with the request to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the Attachment 1 to Part 4, Flexible Grid and the Attachment 2 to Part 4, Technical Criteria. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

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## ANNEX A, STATEMENT OF WORK

### 1. Title

Advisory services to support the Canada Border Services Agency (CBSA) and its Chief Transformation Officer in the stewardship and delivery of a suite of enterprise-wide transformational projects and activities.

### 2. Objective

The objective is to establish a high level road map and performance measurement framework in support of the Agency's transformation vision and strategy, and to provide project management support when required to specific projects from the portfolio of the transformation related projects.

Success in this regard will be defined by the ability of the CBSA to:

- a. Organize, manage, and drive the Agency's transformation related projects in an integrated fashion;
- b. Establish a transformation performance measurement framework with outcomes and indicators; and,
- c. Assist in the management and delivery of specific transformation projects by providing advisory services.

### 3. Background

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Chief Transformation Officer (CTO) Branch was created at the start of 2018-19 with a mandate to provide overarching leadership on the Agency's journey to transform, renew and modernize its business processes. This includes setting strategic direction and priorities and identifying the interdependencies and sequencing of the various strategic and tactical initiatives across the organization.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model. The CTO has a need for a coherent storyline, unified vision and an implementation roadmap for modernization that takes into account in-flight and planned activities, while highlighting interdependencies and potential gaps. The CTO also has a need for advice and expertise on the further development and implementation of vision and an implementation roadmap for modernization.

Additionally, the CTO may require on-demand advice related to business process change and re-engineering advice to support management and delivery of individual projects within the portfolio of transformation activities.

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## 4. Scope

The Office of the CTO will require support throughout the delivery of its transformational strategy and associated projects, initiatives and activities. Services from the Contractor may include the provision of resources to support and supplement the Office of the CTO by way of project management, business process re-engineering, change management, and/or performance measurement services.

## 5. Tasks and Deliverables

The actual scope of the specific work will be detailed in a TASK Authorization (TA).

Contracted individuals would work with the Director, Transformation Delivery, within the CTOB to lead a task team, consisting of consultants and CBSA employees who will be dedicated to the following tasks and the development and iteration of the following deliverables identified below.

Tasks:

- Project manage the task team.
- Consult with senior executives from across the agency to ensure requirements and expectations are well understood and reflected in the deliverables as required.
- Facilitate workshops with stakeholders from across the Agency to solicit input on the direction and structure of the transformation program and the key deliverables.
- Review and analyze existing transformation strategies and plans.
- Review and analyze existing transformation project plans and associated documents.
- Prepare and present a transformation storyline and briefing materials to executives as required.
- Prepare deliverables and ensure outputs are cohesive and compelling.
- Provide strategic advisory services to the executives in the CTOB as required.

Deliverables may include:

- Logic Model
- Results framework
- Prioritization framework
- Transformation Program Registry
- Graphical representation of dependencies and interrelationships
- Operational Delivery model
- Integrated Plan
- Transformation Office Concept of Operations
- Storyline Deck

Additionally, CBSA may require the following resources in support of the CBSA transformational activities and projects. Call-up of resources will be done through the issuance of Task Authorizations (TAs) in which details of specific level of effort and deliverables will be agreed to. These activities are expected to include:

### Project Leader/Executive, Senior

CBSA requires the services of a Project Leader/Executive to support the CBSA transformation portfolio of projects and project teams. The Project Leader/Executive must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

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- Provide oversight to the active engagement of stakeholders and change management in the successful implementation of the identified projects.
- Development of strategic portfolio and project documents, including, but not limited to, strategies and plans, charters, risk mitigation strategies, and roadmaps;
- Recommend the readiness for approval of each project charter and project management plan;
- Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and,
- Provide strategic advice and guidance to CBSA senior executives via presentations on the effective management and execution of the transformation agenda.

Deliverables will be specified at time of the issuance of the TA but could include:

- A work plan for the activities to be undertaken;
- Report on activities undertaken including the following:
- Activities completed within the reporting period;
- Planned activities for the next reporting period;
- Risks/issues that will require the attention of the Project Authority; and
- Corrective actions required.

#### Project Manager, Senior

CBSA requires the services of a Project Manager to support the CBSA transformation portfolio of projects and project teams. The Project Manager must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Develop and produce key project phases / deliverables
- Project plans, status updates and presentations as required
- Other deliverables related to this role as required by the Project Authority
- Develop and produce integrated project plans
- Create Key Performance Indicators (KPIs)
- Provide advice, support on the development of project plans for Functional Leads of the nine business functions
- Develop and produce dashboards and program monitoring tools
- Create and develop reports that include lessons learned
- Support the Project Authority by developing presentations and briefing material intended for senior CBSA management

Deliverables will be specified at time of the issuance of the TA but could include:

- Manage the project during the development, implementation and startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve problems, and obtain necessary approvals
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meet in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools

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- Project sign-off

#### Business Architect, Senior

CBSA requires the services of a Business Architect to provide leadership in the approach and management of CBSA's transformation. The Business Architect must provide an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead the business transformation architecture activities;
- Provide strategic advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.
- Lead in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Responsible for the analysis of the current state business processes and development of future state business process models
- Identify opportunities for performance improvement
- Conduct change impact assessments
- Development implementation and change management plans
- Lead teams through program and service design engagements
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation
- Provide knowledge transfer, coaching and/or training to CBSA staff as required.

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Architect, Intermediate

CBSA requires the services of a Business Architect to provide support in the approach and management of CBSA's transformation. The Intermediate Business Architect supports the Senior Business Architect and provides an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support the business transformation architecture activities;
- Provide advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.

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- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
  - Analyze current state business processes and develop future state business process models
  - Identify opportunities for performance improvement
  - Conduct change impact assessments
  - Development implementation and change management plans
  - Support teams through program and service design engagements
  - Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Change Management Consultant Senior

CBSA requires the services of Change Management Consultants to support the CBSA Transformation. The primary requirement is to support the people side of change, creating a structured change management implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- Create specific change management plans with respect to training and orientation of employees for each major change/project;
- Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- Conduct an assessment of change impact and requirements;
- Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- Develop a change management and communications strategy and plan for each project; and
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.
- Act in a senior advisory capacity to significantly increase the strategic nature and quality of change management and communications activities across all key stakeholder groups;
- Provide expert change management, communications and stakeholder engagement leadership for the project;

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- Develop readiness assessment, gap analysis and management action plan for projects;
  - Assist with organizational needs assessment and planning strategic change interventions and mitigation strategies to meet change objectives and goals, including establishing and supporting change agent networks internal or external to CBSA;
  - Develop Change Sponsorship and Leadership competency-development strategies working in close collaboration with executive sponsors making linkages to existing leadership development models being used at CBSA;
  - Lead and support the development of various communications and engagement products, including presentations, communiqués, announcements, briefings, speaking points, questions and answers, web content, press releases, social media updates;
  - Align the communication plans with the overall change management strategy;
  - Review and assess existing communications collateral and provide clear recommendations on improvements;
  - Coach leaders to help them work through the implications of change and to become effective leaders and sponsors of change;
  - In support of the change leadership plan, attend CBSA Senior Executive, as well as other meetings, as required and support and engage senior leaders, managers and supervisors, to fulfill the role of change sponsor to help their direct reports through transitions;
  - Develop and implement processes to measure the effectiveness of change management and leadership efforts to ensure measurable improvements in managing and leading change and its impact on stakeholders in transformation initiatives. As part of this work, support the development of and maintain People Readiness assessments for transformation programs – both from a client and CBSA perspective, in collaboration with the Chief Transformation Officer Branch;
  - Provide executive advice to the President, CTO, Vice Presidents and Directors General on strategy for engaging senior government officials and positioning the CBSA Renewal Project's new service delivery model;
  - Develop project-specific change management, communications and engagement plans and key messages based on diagnostic and gap identification;
  - Develop the overarching change management, communications and engagement strategy and key messages;
  - Design and implement communications activities that are aligned to existing CBSA management frameworks and project plans in continuing support of CBSA's transformation agenda;
  - Develop presentations and other products for senior management and stakeholder groups as required.
  - Provide guidance and oversight to CBSA Renewal change management, communications and engagement activities and processes.

Deliverables will be specified at time of the issuance of the TA but could include:

- Development and delivery of a change management plan;
- Interview guides and supporting workshop materials;
- A change impact assessment including a comprehensive stakeholder analysis;
- A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;
- Executive and staff level presentations for regular communications and product launch purposes; and
- Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.



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### Change Management Consultant Intermediate

This resource will provide change management and stakeholder engagement support to the CTOB and to CBSA Renewal initiatives, as coordinated by the CTOB.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Provide assistance to the Project Authorities for the scheduling of change management and change leadership activities, change management deliverables and their dependencies into the Project Schedules.
- Develop, prepare and maintain the following deliverables according to the Project Schedules:
  - Change management strategies;
  - Change Leadership Strategy
  - Change management plans;
  - Stakeholder assessments;
  - Change impact assessments;
  - Stakeholder engagement strategies;
  - Stakeholder engagement plans;
  - Communications strategies
  - Communications action plans
  - Partners and clients organizational capacity assessments;
  - Partners and clients organizational readiness assessments and plans;
  - Workforce management strategy and other departmental and government wide initiatives supporting people (such as Beyond 2020 and PSES);
  - Engagement reporting; and
  - Change management toolkits.
- Ensure the change initiatives are scheduled in the forward agendas of the various CBSA Governance bodies, progress tracked, monitored and approved, as needed
- Support any Change Agent Network or stakeholder-related meetings (logistics and management) for both partner and CBSA-led.
- Develop presentations for CBSA Governance bodies and ensure governance requirements and milestones are integrated into stakeholder engagement deliverables.
- Develop presentations to communicate findings, options, approaches and solicit decisions from executives, as required.
- Plan, coordinate and execute stakeholder engagement events, including but not limited to planning, facilitating, and reporting.
- Lead and support the development of various stakeholder engagement products including presentations, communiqués, announcements, briefings, speaking points, questions and answers, internet/intranet content, press releases, social media updates;
- Support coordination of communications and engagement activities.

### Business Process Consultant, Senior

CBSA requires the services of a Business Process Consultant to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Consultant must work closely with project authorities, business leads, and the project teams to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Consultant must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

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Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Review existing business processes and identify potential processes for streamlining;
- Provide recommendations to processes based on analysis of current processes and business needs;
- Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Process Consultant, Intermediate

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Analyse business functional requirements to identify information, procedures and decision flows in order to optimize, streamline and accrue benefits for the CBSA
- Using business, workflow and organizational software tools
- Mapping existing processes and developing and mapping recommended new processes and changes as they relate to the Renewal/ Transformation Initiative

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Consultant, Senior

CBSA requires the services of a Business Consultant at the Senior level to provide leadership in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead program and service design activities;
- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)

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- 
- Business process documentation
  - Change management documentation
  - Facilitated workshops (including all plans and materials)

#### Business Consultant, Intermediate

CBSA requires the services of a Business Consultant at the Intermediate level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)
- Business process documentation
- Change management documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Consultant, Junior

CBSA requires the services of a Business Consultant at the Junior level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Assist program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Development implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)

## **6. Acceptance Criteria of Deliverables**

All deliverables shall be done with Microsoft Suite products, such as MS Project, MS Word, MS Excel and MS PowerPoint, Adobe Acrobat or other formats as mutually agreed upon by the supplier and the Project Authority.

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Deliverables will use plain language and messaging adapted for their intended audience.

## 7. Reporting Requirements

When a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Project Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Project Authority.

The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## 8. Change Management Procedures

No increase in the total liability of Canada or in the price of Work resulting from any design changes, modifications or interpretations of specifications, made by the Contractor, will be authorized or paid to the Contractor unless such changes, modifications or interpretations, have been approved, in writing, by the Contract Authority, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded, unless an increase is authorized by the Contract Authority.

## 9. Client Support

At no time is CBSA classified data to be accessed to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted. The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the Contract.

CBSA's classified data is not to be removed from CBSA sites, nor will access to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These are core hours and are not representative of the Contractor's work day. All proposed personnel could be asked to be available to work outside normal office hours during the duration of the Contract. The Project Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## 10. Travel

Travel within the National Capital Region (NCR) will not be reimbursed.

## 11. Language

The primary language of work is English; however work may be conducted in either Official Language (English and/or French). All final deliverables will be in both official languages. The Contractor must also be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages when specified in the specific Task Authorizations.

## 12. Work Location

The work will be primarily in the National Capital Region (NCR). Work locations will vary across the NCR depending on the requirement. The Contractor's resources may be required to work onsite at CBSA site offices or Contractor's offices or by tele/videoconference depending on the Task Authorization issued.

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## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From Contract Award to December 23, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Professional Fees

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>1</b>	<b>Contract Period 1: From Contract Award to December 23, 2021</b>	
1a	3.3 Project Leader/Executive - Senior	
1b	3.2 Project Manager - Senior	
1c	2.8 Business Architect - Senior	
1d	2.8 Business Architect - Intermediate	
1e	2.6 Change Management Consultant – Senior	
1f	2.6 Change Management Consultant – Intermediate	
1g	2.5 Business Process Consultant – Senior	
1h	2.5 Business Process Consultant – Intermediate	
1i	2.5 Business Consultant – Senior	
1j	2.5 Business Consultant – Intermediate	
1k	2.5 Business Consultant – Junior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$4,100,000.00**

### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### 1.0 Extended Contract Period (From expiry of Contract Period 1 to 2 years later)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>2</b>	<b>Option Period 1: From expiry of Contract Period 1 to one year later</b>	
2a	3.3 Project Leader/Executive - Senior	
2b	3.2 Project Manager - Senior	
2c	2.8 Business Architect - Senior	

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2d	2.8 Business Architect - Intermediate	
2e	2.6 Change Management Consultant – Senior	
2f	2.6 Change Management Consultant – Intermediate	
2g	2.5 Business Process Consultant – Senior	
2h	2.5 Business Process Consultant – Intermediate	
2i	2.5 Business Consultant – Senior	
2j	2.5 Business Consultant – Intermediate	
2k	2.5 Business Consultant – Junior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
3	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>	
3a	3.3 Project Leader/Executive - Senior	
3b	3.2 Project Manager - Senior	
3c	2.8 Business Architect - Senior	
3d	2.8 Business Architect - Intermediate	
3e	2.6 Change Management Consultant – Senior	
3f	2.6 Change Management Consultant – Intermediate	
3g	2.5 Business Process Consultant – Senior	
3h	2.5 Business Process Consultant – Intermediate	
3i	2.5 Business Consultant – Senior	
3j	2.5 Business Consultant – Intermediate	
3k	2.5 Business Consultant – Junior	

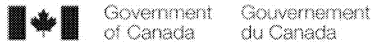
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## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

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### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité:

☒ No ☐ Yes  
Non Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel:  
Document Number / Numéro du document:

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS CÔTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux:

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?

☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

☒ No ☐ Yes  
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

☒ No ☐ Yes  
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

☒ No ☐ Yes  
Non Oui

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
 Non ☐ Yes  
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
 Non ☐ Yes  
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) SUSAN CHAMBERS	Title - Titre D.O. CTOB	Signature <i>[Signature]</i>	Date 20-Dec 18
Telephone No. - N° de téléphone 613-952-2933	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel susan.chambers@csa-asfc.gc.ca	Date
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Stephane LeFortune	Title - Titre Security Specialist	Signature <i>[Signature]</i>	Date 1/1/2018
Telephone No. - N° de téléphone 343-891-7716	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel stephane.lefortune@csa-asfc.gc.ca	Date
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn = StLouis, Robin D = CA O = GC OU = PWOSC, TPSGC Date: 2018.12.24 08:22:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by: Saumur, Jacques O DN: cn = SA, ou = GC, ou = PWOSC-TPSGC, ou = Saumur, Jacques O Date: 2017.07.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCF 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

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## **ANNEX D, INSURANCE REQUIREMENTS**

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower

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Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>		At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>		Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

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**SECTION A – Task Description of the Work Required** [Instructions for Section A](#)

**SECTION B – Applicable Basis of Payment** [Instructions for Section B](#)

**SECTION C - Cost Breakdown of Task** [Instructions for Section C](#)

**SECTION D- Applicable Method of Payment** [Instructions for Section D](#)

**Authorization - Authorization**

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
 Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor  
 Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 05
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$110,853
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model.

#### Objective

The objective of this TA is to provide project management services to the Intelligence and Enforcement Branch's Project Delivery Division (PDD) throughout the delivery of its major projects. The PDD is responsible for the planning, delivery and management of assigned projects, including the implementation of project management processes and controls and project development activities, such as business transformation and change management, through the design, development, and implementation phases of assigned projects. All work is expected to be in line with CBSA and Treasury Board Secretariat project management policies.

#### Resource requirements

In terms of this specific requirement, CBSA requires the services of:

Number	Resource Category
	Project Leader/Executive, Senior
1	Project Manager, Senior
	Business Architect, Senior
	Business Architect, Intermediate
	Change Management Consultant, Senior
	Change Management Consultant, Intermediate
	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

The Contractor must perform the following tasks:

- Plan and coordinate project management activities including financial, planning and reporting aspects;
- Plan, direct and control the activities of a project team in order to meet project objectives for scope, costs, schedule and quality. The Project Delivery Division projects are multi-departmental, and this work includes overseeing and directing (in such a way that respects departmental mandates) the project activities of Other Government Department (OGD) partners, as appropriate;
- Develop and/or review and provide feedback on various project artefacts (e.g., project management plans, charts, tables, diagrams and presentations when required) for reporting purposes and/or to assist in identifying/resolving project issues;
- Prepares briefings, project status reports and dashboards on an ongoing basis, including gating documents and official project artefact to Treasury Board Secretariat;



- Monitor the design and implementation of the project against established goals, objectives and milestones;
- Create and maintain project risk, issue and change management plans as well as logs/registers on an ongoing basis. This includes leading ongoing risk/issue/change management and monitoring activities with CBSA and OGD partners;
- Develop and provide input into the project schedule on an ongoing basis. This includes meeting with stakeholders and other project managers, as required;
- Develop and deliver presentations and lead discussions of project progress and issues at various levels of governance committees (eg, Manager, Director, Director General, etc);
- Develop, plan, analyze, evaluate and prioritize deliverables and requirements, especially as new priority elements come into play;
- Determine and obtain budgetary requirements related to the project;
- Develop and maintain project control and reporting procedures and manage changes to plans;
- Coordinate, draft and prepare for signature formal project documents and reports; and
- Prepare transition and evaluation plans and conduct lessons learned exercises.

**Deliverables and Associated Schedule:**

Lead, coordinate and provide input into the dashboard and summary report for the project using approved templates (MS Excel and Word);	monthly basis
Update and maintain the project schedule using approved templates (MS Project, Excel, etc., as directed);	bi-weekly basis, or sooner if developments arise
Update and maintain the risk, issue and change request logs using MS Word and MS Excel;	bi-weekly basis, or sooner if developments arise
Develop the presentations and supporting documents for projet gate meetings using the approved templates (MS Powerpoint and other artefacts in MS Word and Excel);	by the dates specified in the project schedule
Develop project briefing material (eg, project plans) for executive level governance committees, and present at these committees;	as requested
Lead and coordinate meetings with project stakeholders, including the preparation and presentation of material;	on a bi-weekly basis or as meetings are held
Develop and provide progress reports to the manager;	bi-weekly basis

Develop plans, charts, tables, diagrams, dashboards and other reports presenting the status of the project;	as needed
Status and Progress Reports;	weekly basis
Ensure knowledge transfer via presentations and list of key documents.	ongoing

#### Format of deliverables

- Meetings, working groups, committees, boards with the project team as well as internal and external stakeholders.
- Documents using various Microsoft suite applications (Project, Visio, Powerpoint, Word, Excel, etc.) as well as emails via Outlook.
- Presentations for senior executives, including dashboards, risk/issue registers, presentations, and other formats as required. Includes verbal and written briefings.

#### Period of services

From: July 19, 2021

To: December 23, 2021

#### Work location

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe Street, Ottawa, ON K1A 0L8, or any other CBSA location within the National Capital Region.

#### SECTION B – Applicable Basis of Payment

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

#### SECTION C – Cost Breakdown of Task

Requisition Number:	1000357866	Cost Centre:	3330-820-30
Purchase Order:	TBC	Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00082-20-01

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Project Manager, Senior Name: Sylvie Emond			\$98,100
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$98,100
HST:			\$12,753
Total:			\$110,853

d

## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- d. a. Direct Deposit (Domestic and International); and
- e. b. Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

**By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature JOHNSON  
STEFANIE Digitally signed by JOHNSON  
STEFANIE  
Date: 2021.07.06 09:43:17 -04'00' Date \_\_\_\_\_

Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC  
Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC  
Nancy Cleroux

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Professional Services Division (ZV)/Division des  
Services Professionnels(ZV)  
Les Terrasses de la Chaudière  
10, rue Wellington, 4th floor  
Gatineau  
Quebec  
K1A0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen  
in right of Canada, in accordance with the terms and conditions  
set out herein, referred to herein or attached hereto, the goods,  
services, and construction listed herein and on any attached  
sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté  
la Reine du chef du Canada, aux conditions énoncées ou  
incluses par référence dans les présentes, et aux annexes  
ci-jointes, les biens, services et construction énumérés dans  
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This document contains a security requirement

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

874454911PG0001  
ADRM TECHNOLOGY CONSULTING GROUP CORP  
1052 St-Laurent Blvd  
Unit #2  
Ottawa  
Ontario  
K1K3B4  
Canada  
Operating as: ADRMTEC

<b>Title - Sujet</b> TSPS - Strategic Advisor	
<b>Contract No. - N° du contrat</b> 47419-208904/001/ZV	<b>Date</b> 2020-12-24
<b>Client Reference No. - N° de référence du client</b> 1000348904	
<b>Requisition No. - N° de la demande</b> 47419-208904	
<b>File No. - N° de dossier</b> 005zv.47419-208904	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> 74425  Patrick Boucher / 160000000 / 201/	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL Vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> St-Louis, Robin	<b>Buyer Id - Id de l'acheteur</b> 005zv
<b>Telephone No. - N° de téléphone</b> (613) 858-6185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$4,633,000.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b>  StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.12.24 10:29:15 -05'00'</small>	

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## 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 7.1.1 Task Authorization

**A.** Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

**C.** TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

**E.** TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex A, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and

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- the Contract method(s) of payment applicable to the task or revised task.

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex A; and;
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
 the resume of the proposed resource; and  
 a demonstration that the proposed resource meets:  
 the Contract security requirements;

**G.** TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

**H.** Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) ; and "Minimum Contract Value" means a fixed amount of \$5,000.00
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

**I.** Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in

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paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc.;
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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## J. Administration of the TA Process

The administration of the TA process will be carried out by CBSA's project authority. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.3 Security Requirement

**7.3.1** The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition).

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from Date of Contract to December 23, 2021.



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## 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Contracting Officer

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Geneviève Binet

Title: Director General

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue, Ottawa, Ontario, K1A 0L8

Telephone: 613-290-0806

E-mail address: geneviève.binet@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

Name:

Title:

ADRM Technology Consulting Group Corp.

Address: 1052 St-Laurent Blvd, Unit #2, Ottawa, Ontario, K1K 3B4

Telephone:

E-mail address:

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## 7.6 Payment

### 7.6.1 Basis of Payment

#### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.6.2 Canada's Total Liability

#### Limitation of Expenditure - Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ 4,100,000.00. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure,

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whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **7.6.3 Method of Payment**

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International); and
- b. Wire Transfer (International Only).

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

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## 2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment; and  
OR
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2018-06-21), General Conditions - Higher Complexity - Services;
- (c) Annex A Statement of Work;
- (d) Annex B Basis of Payment;
- (e) Annex C Security Requirements Check List;
- (f) Annex D Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Contractor's Supply Arrangement E60ZT-18TSPS; and
- (i) the Contractor's bid dated February 3, 2020.

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## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 Additional Resources

The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

### Additional Resources Process

1. The Project Authority will provide the Contractor with the request to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the Attachment 1 to Part 4, Flexible Grid and the Attachment 2 to Part 4, Technical Criteria. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

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## ANNEX A, STATEMENT OF WORK

### 1. Title

Advisory services to support the Canada Border Services Agency (CBSA) and its Chief Transformation Officer in the stewardship and delivery of a suite of enterprise-wide transformational projects and activities.

### 2. Objective

The objective is to establish a high level road map and performance measurement framework in support of the Agency's transformation vision and strategy, and to provide project management support when required to specific projects from the portfolio of the transformation related projects.

Success in this regard will be defined by the ability of the CBSA to:

- a. Organize, manage, and drive the Agency's transformation related projects in an integrated fashion;
- b. Establish a transformation performance measurement framework with outcomes and indicators; and,
- c. Assist in the management and delivery of specific transformation projects by providing advisory services.

### 3. Background

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Chief Transformation Officer (CTO) Branch was created at the start of 2018-19 with a mandate to provide overarching leadership on the Agency's journey to transform, renew and modernize its business processes. This includes setting strategic direction and priorities and identifying the interdependencies and sequencing of the various strategic and tactical initiatives across the organization.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model. The CTO has a need for a coherent storyline, unified vision and an implementation roadmap for modernization that takes into account in-flight and planned activities, while highlighting interdependencies and potential gaps. The CTO also has a need for advice and expertise on the further development and implementation of vision and an implementation roadmap for modernization.

Additionally, the CTO may require on-demand advice related to business process change and re-engineering advice to support management and delivery of individual projects within the portfolio of transformation activities.

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## 4. Scope

The Office of the CTO will require support throughout the delivery of its transformational strategy and associated projects, initiatives and activities. Services from the Contractor may include the provision of resources to support and supplement the Office of the CTO by way of project management, business process re-engineering, change management, and/or performance measurement services.

## 5. Tasks and Deliverables

The actual scope of the specific work will be detailed in a TASK Authorization (TA).

Contracted individuals would work with the Director, Transformation Delivery, within the CTOB to lead a task team, consisting of consultants and CBSA employees who will be dedicated to the following tasks and the development and iteration of the following deliverables identified below.

Tasks:

- Project manage the task team.
- Consult with senior executives from across the agency to ensure requirements and expectations are well understood and reflected in the deliverables as required.
- Facilitate workshops with stakeholders from across the Agency to solicit input on the direction and structure of the transformation program and the key deliverables.
- Review and analyze existing transformation strategies and plans.
- Review and analyze existing transformation project plans and associated documents.
- Prepare and present a transformation storyline and briefing materials to executives as required.
- Prepare deliverables and ensure outputs are cohesive and compelling.
- Provide strategic advisory services to the executives in the CTOB as required.

Deliverables may include:

- Logic Model
- Results framework
- Prioritization framework
- Transformation Program Registry
- Graphical representation of dependencies and interrelationships
- Operational Delivery model
- Integrated Plan
- Transformation Office Concept of Operations
- Storyline Deck

Additionally, CBSA may require the following resources in support of the CBSA transformational activities and projects. Call-up of resources will be done through the issuance of Task Authorizations (TAs) in which details of specific level of effort and deliverables will be agreed to. These activities are expected to include:

### Project Leader/Executive, Senior

CBSA requires the services of a Project Leader/Executive to support the CBSA transformation portfolio of projects and project teams. The Project Leader/Executive must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

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- Provide oversight to the active engagement of stakeholders and change management in the successful implementation of the identified projects.
- Development of strategic portfolio and project documents, including, but not limited to, strategies and plans, charters, risk mitigation strategies, and roadmaps;
- Recommend the readiness for approval of each project charter and project management plan;
- Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and,
- Provide strategic advice and guidance to CBSA senior executives via presentations on the effective management and execution of the transformation agenda.

Deliverables will be specified at time of the issuance of the TA but could include:

- A work plan for the activities to be undertaken;
- Report on activities undertaken including the following:
- Activities completed within the reporting period;
- Planned activities for the next reporting period;
- Risks/issues that will require the attention of the Project Authority; and
- Corrective actions required.

#### Project Manager, Senior

CBSA requires the services of a Project Manager to support the CBSA transformation portfolio of projects and project teams. The Project Manager must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Develop and produce key project phases / deliverables
- Project plans, status updates and presentations as required
- Other deliverables related to this role as required by the Project Authority
- Develop and produce integrated project plans
- Create Key Performance Indicators (KPIs)
- Provide advice, support on the development of project plans for Functional Leads of the nine business functions
- Develop and produce dashboards and program monitoring tools
- Create and develop reports that include lessons learned
- Support the Project Authority by developing presentations and briefing material intended for senior CBSA management

Deliverables will be specified at time of the issuance of the TA but could include:

- Manage the project during the development, implementation and startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve problems, and obtain necessary approvals
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meet in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools



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- Project sign-off

#### Business Architect, Senior

CBSA requires the services of a Business Architect to provide leadership in the approach and management of CBSA's transformation. The Business Architect must provide an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead the business transformation architecture activities;
- Provide strategic advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.
- Lead in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Responsible for the analysis of the current state business processes and development of future state business process models
- Identify opportunities for performance improvement
- Conduct change impact assessments
- Development implementation and change management plans
- Lead teams through program and service design engagements
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation
- Provide knowledge transfer, coaching and/or training to CBSA staff as required.

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Architect, Intermediate

CBSA requires the services of a Business Architect to provide support in the approach and management of CBSA's transformation. The Intermediate Business Architect supports the Senior Business Architect and provides an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support the business transformation architecture activities;
- Provide advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.

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- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
  - Analyze current state business processes and develop future state business process models
  - Identify opportunities for performance improvement
  - Conduct change impact assessments
  - Development implementation and change management plans
  - Support teams through program and service design engagements
  - Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Change Management Consultant Senior

CBSA requires the services of Change Management Consultants to support the CBSA Transformation. The primary requirement is to support the people side of change, creating a structured change management implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- Create specific change management plans with respect to training and orientation of employees for each major change/project;
- Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- Conduct an assessment of change impact and requirements;
- Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- Develop a change management and communications strategy and plan for each project; and
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.
- Act in a senior advisory capacity to significantly increase the strategic nature and quality of change management and communications activities across all key stakeholder groups;
- Provide expert change management, communications and stakeholder engagement leadership for the project;

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- 
- Develop readiness assessment, gap analysis and management action plan for projects;
  - Assist with organizational needs assessment and planning strategic change interventions and mitigation strategies to meet change objectives and goals, including establishing and supporting change agent networks internal or external to CBSA;
  - Develop Change Sponsorship and Leadership competency-development strategies working in close collaboration with executive sponsors making linkages to existing leadership development models being used at CBSA;
  - Lead and support the development of various communications and engagement products, including presentations, communiqués, announcements, briefings, speaking points, questions and answers, web content, press releases, social media updates;
  - Align the communication plans with the overall change management strategy;
  - Review and assess existing communications collateral and provide clear recommendations on improvements;
  - Coach leaders to help them work through the implications of change and to become effective leaders and sponsors of change;
  - In support of the change leadership plan, attend CBSA Senior Executive, as well as other meetings, as required and support and engage senior leaders, managers and supervisors, to fulfill the role of change sponsor to help their direct reports through transitions;
  - Develop and implement processes to measure the effectiveness of change management and leadership efforts to ensure measurable improvements in managing and leading change and its impact on stakeholders in transformation initiatives. As part of this work, support the development of and maintain People Readiness assessments for transformation programs – both from a client and CBSA perspective, in collaboration with the Chief Transformation Officer Branch;
  - Provide executive advice to the President, CTO, Vice Presidents and Directors General on strategy for engaging senior government officials and positioning the CBSA Renewal Project's new service delivery model;
  - Develop project-specific change management, communications and engagement plans and key messages based on diagnostic and gap identification;
  - Develop the overarching change management, communications and engagement strategy and key messages;
  - Design and implement communications activities that are aligned to existing CBSA management frameworks and project plans in continuing support of CBSA's transformation agenda;
  - Develop presentations and other products for senior management and stakeholder groups as required.
  - Provide guidance and oversight to CBSA Renewal change management, communications and engagement activities and processes.

Deliverables will be specified at time of the issuance of the TA but could include:

- Development and delivery of a change management plan;
- Interview guides and supporting workshop materials;
- A change impact assessment including a comprehensive stakeholder analysis;
- A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;
- Executive and staff level presentations for regular communications and product launch purposes; and
- Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.

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### Change Management Consultant Intermediate

This resource will provide change management and stakeholder engagement support to the CTOB and to CBSA Renewal initiatives, as coordinated by the CTOB.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Provide assistance to the Project Authorities for the scheduling of change management and change leadership activities, change management deliverables and their dependencies into the Project Schedules.
- Develop, prepare and maintain the following deliverables according to the Project Schedules:
  - Change management strategies;
  - Change Leadership Strategy
  - Change management plans;
  - Stakeholder assessments;
  - Change impact assessments;
  - Stakeholder engagement strategies;
  - Stakeholder engagement plans;
  - Communications strategies
  - Communications action plans
  - Partners and clients organizational capacity assessments;
  - Partners and clients organizational readiness assessments and plans;
  - Workforce management strategy and other departmental and government wide initiatives supporting people (such as Beyond 2020 and PSES);
  - Engagement reporting; and
  - Change management toolkits.
- Ensure the change initiatives are scheduled in the forward agendas of the various CBSA Governance bodies, progress tracked, monitored and approved, as needed
- Support any Change Agent Network or stakeholder-related meetings (logistics and management) for both partner and CBSA-led.
- Develop presentations for CBSA Governance bodies and ensure governance requirements and milestones are integrated into stakeholder engagement deliverables.
- Develop presentations to communicate findings, options, approaches and solicit decisions from executives, as required.
- Plan, coordinate and execute stakeholder engagement events, including but not limited to planning, facilitating, and reporting.
- Lead and support the development of various stakeholder engagement products including presentations, communiqués, announcements, briefings, speaking points, questions and answers, internet/intranet content, press releases, social media updates;
- Support coordination of communications and engagement activities.

### Business Process Consultant, Senior

CBSA requires the services of a Business Process Consultant to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Consultant must work closely with project authorities, business leads, and the project teams to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Consultant must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

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Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Review existing business processes and identify potential processes for streamlining;
- Provide recommendations to processes based on analysis of current processes and business needs;
- Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Process Consultant, Intermediate

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Analyse business functional requirements to identify information, procedures and decision flows in order to optimize, streamline and accrue benefits for the CBSA
- Using business, workflow and organizational software tools
- Mapping existing processes and developing and mapping recommended new processes and changes as they relate to the Renewal/ Transformation Initiative

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Consultant, Senior

CBSA requires the services of a Business Consultant at the Senior level to provide leadership in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead program and service design activities;
- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)

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- 
- Business process documentation
  - Change management documentation
  - Facilitated workshops (including all plans and materials)

#### Business Consultant, Intermediate

CBSA requires the services of a Business Consultant at the Intermediate level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)
- Business process documentation
- Change management documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Consultant, Junior

CBSA requires the services of a Business Consultant at the Junior level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Assist program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Development implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)

## **6. Acceptance Criteria of Deliverables**

All deliverables shall be done with Microsoft Suite products, such as MS Project, MS Word, MS Excel and MS PowerPoint, Adobe Acrobat or other formats as mutually agreed upon by the supplier and the Project Authority.

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Deliverables will use plain language and messaging adapted for their intended audience.

## 7. Reporting Requirements

When a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Project Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Project Authority.

The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## 8. Change Management Procedures

No increase in the total liability of Canada or in the price of Work resulting from any design changes, modifications or interpretations of specifications, made by the Contractor, will be authorized or paid to the Contractor unless such changes, modifications or interpretations, have been approved, in writing, by the Contract Authority, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded, unless an increase is authorized by the Contract Authority.

## 9. Client Support

At no time is CBSA classified data to be accessed to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted. The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the Contract.

CBSA's classified data is not to be removed from CBSA sites, nor will access to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These are core hours and are not representative of the Contractor's work day. All proposed personnel could be asked to be available to work outside normal office hours during the duration of the Contract. The Project Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## 10. Travel

Travel within the National Capital Region (NCR) will not be reimbursed.

## 11. Language

The primary language of work is English; however work may be conducted in either Official Language (English and/or French). All final deliverables will be in both official languages. The Contractor must also be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages when specified in the specific Task Authorizations.

## 12. Work Location

The work will be primarily in the National Capital Region (NCR). Work locations will vary across the NCR depending on the requirement. The Contractor's resources may be required to work onsite at CBSA site offices or Contractor's offices or by tele/videoconference depending on the Task Authorization issued.

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## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From Contract Award to December 23, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Professional Fees

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>1</b>	<b>Contract Period 1: From Contract Award to December 23, 2021</b>	
1a	3.3 Project Leader/Executive - Senior	
1b	3.2 Project Manager - Senior	
1c	2.8 Business Architect - Senior	
1d	2.8 Business Architect - Intermediate	
1e	2.6 Change Management Consultant – Senior	
1f	2.6 Change Management Consultant – Intermediate	
1g	2.5 Business Process Consultant – Senior	
1h	2.5 Business Process Consultant – Intermediate	
1i	2.5 Business Consultant – Senior	
1j	2.5 Business Consultant – Intermediate	
1k	2.5 Business Consultant – Junior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$4,100,000.00**

### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### 1.0 Extended Contract Period (From expiry of Contract Period 1 to 2 years later)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>2</b>	<b>Option Period 1: From expiry of Contract Period 1 to one year later</b>	
2a	3.3 Project Leader/Executive - Senior	
2b	3.2 Project Manager - Senior	
2c	2.8 Business Architect - Senior	



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2d	2.8 Business Architect - Intermediate	
2e	2.6 Change Management Consultant – Senior	
2f	2.6 Change Management Consultant – Intermediate	
2g	2.5 Business Process Consultant – Senior	
2h	2.5 Business Process Consultant – Intermediate	
2i	2.5 Business Consultant – Senior	
2j	2.5 Business Consultant – Intermediate	
2k	2.5 Business Consultant – Junior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
3	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>	
3a	3.3 Project Leader/Executive - Senior	
3b	3.2 Project Manager - Senior	
3c	2.8 Business Architect - Senior	
3d	2.8 Business Architect - Intermediate	
3e	2.6 Change Management Consultant – Senior	
3f	2.6 Change Management Consultant – Intermediate	
3g	2.5 Business Process Consultant – Senior	
3h	2.5 Business Process Consultant – Intermediate	
3i	2.5 Business Consultant – Senior	
3j	2.5 Business Consultant – Intermediate	
3k	2.5 Business Consultant – Junior	

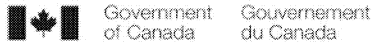
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## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

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### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS CÔTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux : \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non ☐ Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non ☐ Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non ☐ Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non ☐ Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non ☐ Oui

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 Client Ref. No. - N° de réf. du client  
**1000348904**

Amd. No. - N° de la modif.  
  
 File No. - N° du dossier

Buyer ID - Id de l'acheteur  
**005zv**  
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government of Canada  
 Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
 UNCLASSIFIED

Canada

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COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
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PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) SUSAN CHAMBERS	Title - Titre D.O. CTOB	Signature <i>[Signature]</i>	Date 20-Dec 18
Telephone No. - N° de téléphone 613-952-2933	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel susan.chambers@csa-asfc.gc.ca	Date
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Stephane LeFortune	Title - Titre Security Specialist	Signature <i>[Signature]</i>	Date 1.1.2018
Telephone No. - N° de téléphone 343-891-7716	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel stephane.lefortune@csa-asfc.gc.ca	Date
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn = StLouis, Robin D = CA O = GC OU = PWOSC, TPSGC Date: 2018.12.24 08:22:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by Saumur, Jacques O DN: cn = SA, ou = GC, ou = PWOSC-TPSGC, ou = Saumur, Jacques O Date: 2017.07.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCF 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation

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File No. - N° du dossier

Buyer ID - Id de l'acheteur

005zv

CCC No./N° CCC - FMS No./N° VME

## ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s. 1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
 Quebec Regional Office (Ottawa),  
 Department of Justice,  
 284 Wellington Street, Room SAT-6042,  
 Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
 Civil Litigation Section,  
 Department of Justice  
 234 Wellington Street, East Tower

Solicitation No. - N° de l'invitation

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Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>		At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>		Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		



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## SECTION A – Task Description of the Work Required [Instructions for Section A](#)

## SECTION B – Applicable Basis of Payment [Instructions for Section B](#)

## SECTION C - Cost Breakdown of Task [Instructions for Section C](#)

## SECTION D- Applicable Method of Payment [Instructions for Section D](#)

## Authorization - Authorization

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
 Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor  
 Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 05
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$110,853
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model.

#### Objective

The objective of this TA is to provide project management services to the Intelligence and Enforcement Branch's Project Delivery Division (PDD) throughout the delivery of its major projects. The PDD is responsible for the planning, delivery and management of assigned projects, including the implementation of project management processes and controls and project development activities, such as business transformation and change management, through the design, development, and implementation phases of assigned projects. All work is expected to be in line with CBSA and Treasury Board Secretariat project management policies.

#### Resource requirements

In terms of this specific requirement, CBSA requires the services of:

Number	Resource Category
	Project Leader/Executive, Senior
1	Project Manager, Senior
	Business Architect, Senior
	Business Architect, Intermediate
	Change Management Consultant, Senior
	Change Management Consultant, Intermediate
	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

The Contractor must perform the following tasks:

- Plan and coordinate project management activities including financial, planning and reporting aspects;
- Plan, direct and control the activities of a project team in order to meet project objectives for scope, costs, schedule and quality. The Project Delivery Division projects are multi-departmental, and this work includes overseeing and directing (in such a way that respects departmental mandates) the project activities of Other Government Department (OGD) partners, as appropriate;
- Develop and/or review and provide feedback on various project artefacts (e.g., project management plans, charts, tables, diagrams and presentations when required) for reporting purposes and/or to assist in identifying/resolving project issues;
- Prepares briefings, project status reports and dashboards on an ongoing basis, including gating documents and official project artefact to Treasury Board Secretariat;

- Monitor the design and implementation of the project against established goals, objectives and milestones;
- Create and maintain project risk, issue and change management plans as well as logs/registers on an ongoing basis. This includes leading ongoing risk/issue/change management and monitoring activities with CBSA and OGD partners;
- Develop and provide input into the project schedule on an ongoing basis. This includes meeting with stakeholders and other project managers, as required;
- Develop and deliver presentations and lead discussions of project progress and issues at various levels of governance committees (eg, Manager, Director, Director General, etc);
- Develop, plan, analyze, evaluate and prioritize deliverables and requirements, especially as new priority elements come into play;
- Determine and obtain budgetary requirements related to the project;
- Develop and maintain project control and reporting procedures and manage changes to plans;
- Coordinate, draft and prepare for signature formal project documents and reports; and
- Prepare transition and evaluation plans and conduct lessons learned exercises.

**Deliverables and Associated Schedule:**

Lead, coordinate and provide input into the dashboard and summary report for the project using approved templates (MS Excel and Word);	monthly basis
Update and maintain the project schedule using approved templates (MS Project, Excel, etc., as directed);	bi-weekly basis, or sooner if developments arise
Update and maintain the risk, issue and change request logs using MS Word and MS Excel;	bi-weekly basis, or sooner if developments arise
Develop the presentations and supporting documents for projet gate meetings using the approved templates (MS Powerpoint and other artefacts in MS Word and Excel);	by the dates specified in the project schedule
Develop project briefing material (eg, project plans) for executive level governance committees, and present at these committees;	as requested
Lead and coordinate meetings with project stakeholders, including the preparation and presentation of material;	on a bi-weekly basis or as meetings are held
Develop and provide progress reports to the manager;	bi-weekly basis

Develop plans, charts, tables, diagrams, dashboards and other reports presenting the status of the project;	as needed
Status and Progress Reports;	weekly basis
Ensure knowledge transfer via presentations and list of key documents.	ongoing

#### Format of deliverables

- Meetings, working groups, committees, boards with the project team as well as internal and external stakeholders.
- Documents using various Microsoft suite applications (Project, Visio, Powerpoint, Word, Excel, etc.) as well as emails via Outlook.
- Presentations for senior executives, including dashboards, risk/issue registers, presentations, and other formats as required. Includes verbal and written briefings.

#### Period of services

From: July 19, 2021

To: December 23, 2021

#### Work location

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe Street, Ottawa, ON K1A 0L8, or any other CBSA location within the National Capital Region.

### SECTION B – Applicable Basis of Payment

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

### SECTION C – Cost Breakdown of Task

Requisition Number:	1000357866	Cost Centre:	3330-820-30
Purchase Order:	TBC	Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00082-20-01

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Project Manager, Senior Name:			\$98,100
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$98,100
HST:			\$12,753
Total:			\$110,853

d

## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- d. a. Direct Deposit (Domestic and International); and
- e. b. Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

**By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature JOHNSON STEFANIE Digitally signed by JOHNSON STEFANIE Date: 2021.07.06 09:43:17 -04'00' Date \_\_\_\_\_

Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC  
Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC  
Nancy Cleroux

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Professional Services Division (ZV)/Division des  
Services Professionnels(ZV)  
Les Terrasses de la Chaudière  
10, rue Wellington, 4th floor  
Gatineau  
Quebec  
K1A0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen  
in right of Canada, in accordance with the terms and conditions  
set out herein, referred to herein or attached hereto, the goods,  
services, and construction listed herein and on any attached  
sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté  
la Reine du chef du Canada, aux conditions énoncées ou  
incluses par référence dans les présentes, et aux annexes  
ci-jointes, les biens, services et construction énumérés dans  
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This document contains a security requirement

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

874454911PG0001  
ADRM TECHNOLOGY CONSULTING GROUP CORP  
1052 St-Laurent Blvd  
Unit #2  
Ottawa  
Ontario  
K1K3B4  
Canada  
Operating as: ADRMTEC

<b>Title - Sujet</b> TSPS - Strategic Advisor	
<b>Contract No. - N° du contrat</b> 47419-208904/001/ZV	<b>Date</b> 2020-12-24
<b>Client Reference No. - N° de référence du client</b> 1000348904	
<b>Requisition No. - N° de la demande</b> 47419-208904	
<b>File No. - N° de dossier</b> 005zv.47419-208904	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> 74425  Patrick Boucher / 160000000 / 201/	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL Vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> St-Louis, Robin	<b>Buyer Id - Id de l'acheteur</b> 005zv
<b>Telephone No. - N° de téléphone</b> (613) 858-6185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$4,633,000.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b>  StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.12.24 10:29:15 -05'00'</small>	

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## 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 7.1.1 Task Authorization

**A.** Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

**C.** TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

**E.** TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex A, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and



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- the Contract method(s) of payment applicable to the task or revised task.

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex A; and;
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
 the resume of the proposed resource; and  
 a demonstration that the proposed resource meets:  
 the Contract security requirements;

**G.** TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

**H.** Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) ; and "Minimum Contract Value" means a fixed amount of \$5,000.00
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

**I.** Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in

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paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc.;
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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## J. Administration of the TA Process

The administration of the TA process will be carried out by CBSA's project authority. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.3 Security Requirement

**7.3.1** The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition).

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from Date of Contract to December 23, 2021.

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## 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Contracting Officer

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Geneviève Binet

Title: Director General

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue, Ottawa, Ontario, K1A 0L8

Telephone: 613-290-0806

E-mail address: genevieve.binet@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

Name:

Title:

ADRM Technology Consulting Group Corp.

Address: 1052 St-Laurent Blvd, Unit #2, Ottawa, Ontario, K1K 3B4

Telephone:

E-mail address:

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## 7.6 Payment

### 7.6.1 Basis of Payment

#### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.6.2 Canada's Total Liability

#### Limitation of Expenditure - Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ 4,100,000.00. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure,

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whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **7.6.3 Method of Payment**

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International); and
- b. Wire Transfer (International Only).

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

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## 2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment; and  
OR
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2018-06-21), General Conditions - Higher Complexity - Services;
- (c) Annex A Statement of Work;
- (d) Annex B Basis of Payment;
- (e) Annex C Security Requirements Check List;
- (f) Annex D Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Contractor's Supply Arrangement E60ZT-18TSPS; and
- (i) the Contractor's bid dated February 3, 2020.

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## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 Additional Resources

The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

### Additional Resources Process

1. The Project Authority will provide the Contractor with the request to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the Attachment 1 to Part 4, Flexible Grid and the Attachment 2 to Part 4, Technical Criteria. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.



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## ANNEX A, STATEMENT OF WORK

### 1. Title

Advisory services to support the Canada Border Services Agency (CBSA) and its Chief Transformation Officer in the stewardship and delivery of a suite of enterprise-wide transformational projects and activities.

### 2. Objective

The objective is to establish a high level road map and performance measurement framework in support of the Agency's transformation vision and strategy, and to provide project management support when required to specific projects from the portfolio of the transformation related projects.

Success in this regard will be defined by the ability of the CBSA to:

- a. Organize, manage, and drive the Agency's transformation related projects in an integrated fashion;
- b. Establish a transformation performance measurement framework with outcomes and indicators; and,
- c. Assist in the management and delivery of specific transformation projects by providing advisory services.

### 3. Background

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Chief Transformation Officer (CTO) Branch was created at the start of 2018-19 with a mandate to provide overarching leadership on the Agency's journey to transform, renew and modernize its business processes. This includes setting strategic direction and priorities and identifying the interdependencies and sequencing of the various strategic and tactical initiatives across the organization.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model. The CTO has a need for a coherent storyline, unified vision and an implementation roadmap for modernization that takes into account in-flight and planned activities, while highlighting interdependencies and potential gaps. The CTO also has a need for advice and expertise on the further development and implementation of vision and an implementation roadmap for modernization.

Additionally, the CTO may require on-demand advice related to business process change and re-engineering advice to support management and delivery of individual projects within the portfolio of transformation activities.

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## 4. Scope

The Office of the CTO will require support throughout the delivery of its transformational strategy and associated projects, initiatives and activities. Services from the Contractor may include the provision of resources to support and supplement the Office of the CTO by way of project management, business process re-engineering, change management, and/or performance measurement services.

## 5. Tasks and Deliverables

The actual scope of the specific work will be detailed in a TASK Authorization (TA).

Contracted individuals would work with the Director, Transformation Delivery, within the CTOB to lead a task team, consisting of consultants and CBSA employees who will be dedicated to the following tasks and the development and iteration of the following deliverables identified below.

Tasks:

- Project manage the task team.
- Consult with senior executives from across the agency to ensure requirements and expectations are well understood and reflected in the deliverables as required.
- Facilitate workshops with stakeholders from across the Agency to solicit input on the direction and structure of the transformation program and the key deliverables.
- Review and analyze existing transformation strategies and plans.
- Review and analyze existing transformation project plans and associated documents.
- Prepare and present a transformation storyline and briefing materials to executives as required.
- Prepare deliverables and ensure outputs are cohesive and compelling.
- Provide strategic advisory services to the executives in the CTOB as required.

Deliverables may include:

- Logic Model
- Results framework
- Prioritization framework
- Transformation Program Registry
- Graphical representation of dependencies and interrelationships
- Operational Delivery model
- Integrated Plan
- Transformation Office Concept of Operations
- Storyline Deck

Additionally, CBSA may require the following resources in support of the CBSA transformational activities and projects. Call-up of resources will be done through the issuance of Task Authorizations (TAs) in which details of specific level of effort and deliverables will be agreed to. These activities are expected to include:

### Project Leader/Executive, Senior

CBSA requires the services of a Project Leader/Executive to support the CBSA transformation portfolio of projects and project teams. The Project Leader/Executive must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

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- Provide oversight to the active engagement of stakeholders and change management in the successful implementation of the identified projects.
- Development of strategic portfolio and project documents, including, but not limited to, strategies and plans, charters, risk mitigation strategies, and roadmaps;
- Recommend the readiness for approval of each project charter and project management plan;
- Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and,
- Provide strategic advice and guidance to CBSA senior executives via presentations on the effective management and execution of the transformation agenda.

Deliverables will be specified at time of the issuance of the TA but could include:

- A work plan for the activities to be undertaken;
- Report on activities undertaken including the following:
- Activities completed within the reporting period;
- Planned activities for the next reporting period;
- Risks/issues that will require the attention of the Project Authority; and
- Corrective actions required.

#### Project Manager, Senior

CBSA requires the services of a Project Manager to support the CBSA transformation portfolio of projects and project teams. The Project Manager must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Develop and produce key project phases / deliverables
- Project plans, status updates and presentations as required
- Other deliverables related to this role as required by the Project Authority
- Develop and produce integrated project plans
- Create Key Performance Indicators (KPIs)
- Provide advice, support on the development of project plans for Functional Leads of the nine business functions
- Develop and produce dashboards and program monitoring tools
- Create and develop reports that include lessons learned
- Support the Project Authority by developing presentations and briefing material intended for senior CBSA management

Deliverables will be specified at time of the issuance of the TA but could include:

- Manage the project during the development, implementation and startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve problems, and obtain necessary approvals
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meet in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools

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- Project sign-off

#### Business Architect, Senior

CBSA requires the services of a Business Architect to provide leadership in the approach and management of CBSA's transformation. The Business Architect must provide an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead the business transformation architecture activities;
- Provide strategic advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.
- Lead in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Responsible for the analysis of the current state business processes and development of future state business process models
- Identify opportunities for performance improvement
- Conduct change impact assessments
- Development implementation and change management plans
- Lead teams through program and service design engagements
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation
- Provide knowledge transfer, coaching and/or training to CBSA staff as required.

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Architect, Intermediate

CBSA requires the services of a Business Architect to provide support in the approach and management of CBSA's transformation. The Intermediate Business Architect supports the Senior Business Architect and provides an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support the business transformation architecture activities;
- Provide advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.

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- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
  - Analyze current state business processes and develop future state business process models
  - Identify opportunities for performance improvement
  - Conduct change impact assessments
  - Development implementation and change management plans
  - Support teams through program and service design engagements
  - Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Change Management Consultant Senior

CBSA requires the services of Change Management Consultants to support the CBSA Transformation. The primary requirement is to support the people side of change, creating a structured change management implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- Create specific change management plans with respect to training and orientation of employees for each major change/project;
- Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- Conduct an assessment of change impact and requirements;
- Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- Develop a change management and communications strategy and plan for each project; and
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.
- Act in a senior advisory capacity to significantly increase the strategic nature and quality of change management and communications activities across all key stakeholder groups;
- Provide expert change management, communications and stakeholder engagement leadership for the project;

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- Develop readiness assessment, gap analysis and management action plan for projects;
  - Assist with organizational needs assessment and planning strategic change interventions and mitigation strategies to meet change objectives and goals, including establishing and supporting change agent networks internal or external to CBSA;
  - Develop Change Sponsorship and Leadership competency-development strategies working in close collaboration with executive sponsors making linkages to existing leadership development models being used at CBSA;
  - Lead and support the development of various communications and engagement products, including presentations, communiqués, announcements, briefings, speaking points, questions and answers, web content, press releases, social media updates;
  - Align the communication plans with the overall change management strategy;
  - Review and assess existing communications collateral and provide clear recommendations on improvements;
  - Coach leaders to help them work through the implications of change and to become effective leaders and sponsors of change;
  - In support of the change leadership plan, attend CBSA Senior Executive, as well as other meetings, as required and support and engage senior leaders, managers and supervisors, to fulfill the role of change sponsor to help their direct reports through transitions;
  - Develop and implement processes to measure the effectiveness of change management and leadership efforts to ensure measurable improvements in managing and leading change and its impact on stakeholders in transformation initiatives. As part of this work, support the development of and maintain People Readiness assessments for transformation programs – both from a client and CBSA perspective, in collaboration with the Chief Transformation Officer Branch;
  - Provide executive advice to the President, CTO, Vice Presidents and Directors General on strategy for engaging senior government officials and positioning the CBSA Renewal Project's new service delivery model;
  - Develop project-specific change management, communications and engagement plans and key messages based on diagnostic and gap identification;
  - Develop the overarching change management, communications and engagement strategy and key messages;
  - Design and implement communications activities that are aligned to existing CBSA management frameworks and project plans in continuing support of CBSA's transformation agenda;
  - Develop presentations and other products for senior management and stakeholder groups as required.
  - Provide guidance and oversight to CBSA Renewal change management, communications and engagement activities and processes.

Deliverables will be specified at time of the issuance of the TA but could include:

- Development and delivery of a change management plan;
- Interview guides and supporting workshop materials;
- A change impact assessment including a comprehensive stakeholder analysis;
- A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;
- Executive and staff level presentations for regular communications and product launch purposes; and
- Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.

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### Change Management Consultant Intermediate

This resource will provide change management and stakeholder engagement support to the CTOB and to CBSA Renewal initiatives, as coordinated by the CTOB.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Provide assistance to the Project Authorities for the scheduling of change management and change leadership activities, change management deliverables and their dependencies into the Project Schedules.
- Develop, prepare and maintain the following deliverables according to the Project Schedules:
  - Change management strategies;
  - Change Leadership Strategy
  - Change management plans;
  - Stakeholder assessments;
  - Change impact assessments;
  - Stakeholder engagement strategies;
  - Stakeholder engagement plans;
  - Communications strategies
  - Communications action plans
  - Partners and clients organizational capacity assessments;
  - Partners and clients organizational readiness assessments and plans;
  - Workforce management strategy and other departmental and government wide initiatives supporting people (such as Beyond 2020 and PSES);
  - Engagement reporting; and
  - Change management toolkits.
- Ensure the change initiatives are scheduled in the forward agendas of the various CBSA Governance bodies, progress tracked, monitored and approved, as needed
- Support any Change Agent Network or stakeholder-related meetings (logistics and management) for both partner and CBSA-led.
- Develop presentations for CBSA Governance bodies and ensure governance requirements and milestones are integrated into stakeholder engagement deliverables.
- Develop presentations to communicate findings, options, approaches and solicit decisions from executives, as required.
- Plan, coordinate and execute stakeholder engagement events, including but not limited to planning, facilitating, and reporting.
- Lead and support the development of various stakeholder engagement products including presentations, communiqués, announcements, briefings, speaking points, questions and answers, internet/intranet content, press releases, social media updates;
- Support coordination of communications and engagement activities.

### Business Process Consultant, Senior

CBSA requires the services of a Business Process Consultant to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Consultant must work closely with project authorities, business leads, and the project teams to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Consultant must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

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Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Review existing business processes and identify potential processes for streamlining;
- Provide recommendations to processes based on analysis of current processes and business needs;
- Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Process Consultant, Intermediate

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Analyse business functional requirements to identify information, procedures and decision flows in order to optimize, streamline and accrue benefits for the CBSA
- Using business, workflow and organizational software tools
- Mapping existing processes and developing and mapping recommended new processes and changes as they relate to the Renewal/ Transformation Initiative

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Consultant, Senior

CBSA requires the services of a Business Consultant at the Senior level to provide leadership in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead program and service design activities;
- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)



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- Business process documentation
  - Change management documentation
  - Facilitated workshops (including all plans and materials)

#### Business Consultant, Intermediate

CBSA requires the services of a Business Consultant at the Intermediate level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)
- Business process documentation
- Change management documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Consultant, Junior

CBSA requires the services of a Business Consultant at the Junior level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Assist program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Development implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)

## **6. Acceptance Criteria of Deliverables**

All deliverables shall be done with Microsoft Suite products, such as MS Project, MS Word, MS Excel and MS PowerPoint, Adobe Acrobat or other formats as mutually agreed upon by the supplier and the Project Authority.

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Deliverables will use plain language and messaging adapted for their intended audience.

## 7. Reporting Requirements

When a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Project Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Project Authority.

The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## 8. Change Management Procedures

No increase in the total liability of Canada or in the price of Work resulting from any design changes, modifications or interpretations of specifications, made by the Contractor, will be authorized or paid to the Contractor unless such changes, modifications or interpretations, have been approved, in writing, by the Contract Authority, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded, unless an increase is authorized by the Contract Authority.

## 9. Client Support

At no time is CBSA classified data to be accessed to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted. The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the Contract.

CBSA's classified data is not to be removed from CBSA sites, nor will access to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These are core hours and are not representative of the Contractor's work day. All proposed personnel could be asked to be available to work outside normal office hours during the duration of the Contract. The Project Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## 10. Travel

Travel within the National Capital Region (NCR) will not be reimbursed.

## 11. Language

The primary language of work is English; however work may be conducted in either Official Language (English and/or French). All final deliverables will be in both official languages. The Contractor must also be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages when specified in the specific Task Authorizations.

## 12. Work Location

The work will be primarily in the National Capital Region (NCR). Work locations will vary across the NCR depending on the requirement. The Contractor's resources may be required to work onsite at CBSA site offices or Contractor's offices or by tele/videoconference depending on the Task Authorization issued.

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## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From Contract Award to December 23, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Professional Fees

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
1	<b>Contract Period 1: From Contract Award to December 23, 2021</b>	
1a	3.3 Project Leader/Executive - Senior	
1b	3.2 Project Manager - Senior	
1c	2.8 Business Architect - Senior	
1d	2.8 Business Architect - Intermediate	
1e	2.6 Change Management Consultant – Senior	
1f	2.6 Change Management Consultant – Intermediate	
1g	2.5 Business Process Consultant – Senior	
1h	2.5 Business Process Consultant – Intermediate	
1i	2.5 Business Consultant – Senior	
1j	2.5 Business Consultant – Intermediate	
1k	2.5 Business Consultant – Junior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$4,100,000.00**

### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### 1.0 Extended Contract Period (From expiry of Contract Period 1 to 2 years later)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
2	<b>Option Period 1: From expiry of Contract Period 1 to one year later</b>	
2a	3.3 Project Leader/Executive - Senior	
2b	3.2 Project Manager - Senior	
2c	2.8 Business Architect - Senior	

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2d	2.8 Business Architect - Intermediate	
2e	2.6 Change Management Consultant – Senior	
2f	2.6 Change Management Consultant – Intermediate	
2g	2.5 Business Process Consultant – Senior	
2h	2.5 Business Process Consultant – Intermediate	
2i	2.5 Business Consultant – Senior	
2j	2.5 Business Consultant – Intermediate	
2k	2.5 Business Consultant – Junior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
3	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>	
3a	3.3 Project Leader/Executive - Senior	
3b	3.2 Project Manager - Senior	
3c	2.8 Business Architect - Senior	
3d	2.8 Business Architect - Intermediate	
3e	2.6 Change Management Consultant – Senior	
3f	2.6 Change Management Consultant – Intermediate	
3g	2.5 Business Process Consultant – Senior	
3h	2.5 Business Process Consultant – Intermediate	
3i	2.5 Business Consultant – Senior	
3j	2.5 Business Consultant – Intermediate	
3k	2.5 Business Consultant – Junior	

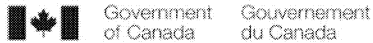
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## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19



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### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
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TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité:

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non ☐ Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel:  
Document Number / Numéro du document:

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS CÔTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux:

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non ☐ Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non ☐ Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non ☐ Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non ☐ Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non ☐ Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non ☐ Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

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**47419-208904**  
 Client Ref. No. - N° de réf. du client  
**1000348904**

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 File No. - N° du dossier

Buyer ID - Id de l'acheteur  
**005zv**  
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government of Canada  
 Gouvernement du Canada

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Security Classification / Classification de sécurité UNCLASSIFIED

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											CONFIDENTIEL	TRES SECRET	NATO DIFFUSION RESTREINTE			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
 UNCLASSIFIED

Canada

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COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) SUSAN CHAMBERS	Title - Titre D.O. CTOB	Signature <i>[Signature]</i>	
Telephone No. - N° de téléphone 613-952-2933	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel susan.chambers@csa-asfc.gc.ca	Date 20-Dec-18
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Stephanie LeFortune	Title - Titre Security Specialist	Signature <i>[Signature]</i>	
Telephone No. - N° de téléphone 343-891-7716	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel stephanie.lefortune@csa-asfc.gc.ca	Date 1-1-2018
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No <input type="checkbox"/> Yes
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn=StLouis, Robin D=CA O=GC OU=PWGSC-TPSGC Date: 2018.12.24 08:22:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by Saumur, Jacques O DN: cn=SA, ou=GC, ou=PWGSC-TPSGC, ou=Saumur, Jacques O Date: 2017.07.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwgsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCF 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



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## **ANNEX D, INSURANCE REQUIREMENTS**

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower

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Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>		At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>		Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

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**005zv**  
 CCC No./N° CCC - FMS No./N° VME

**SECTION A – Task Description of the Work Required** [Instructions for Section A](#)

**SECTION B – Applicable Basis of Payment** [Instructions for Section B](#)

**SECTION C - Cost Breakdown of Task** [Instructions for Section C](#)

**SECTION D- Applicable Method of Payment** [Instructions for Section D](#)

**Authorization - Authorization**

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
 Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor  
 Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 06
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$106,542.05
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model.

#### Objective

The objective of this TA is to provide business process consulting services to the Intelligence and Enforcement Branch's Project Delivery Division throughout the delivery of its major projects. The PDD is responsible for the planning, delivery and management of assigned projects, including the implementation of project management processes and controls and project development activities, such as business transformation and change management, through the design, development, and implementation phases of assigned projects. All work is expected to be in line with CBSA and Treasury Board Secretariat project management policies.

#### Resource requirements

In terms of this specific requirement, CBSA requires the services of:

Number	Resource Category
	Project Leader/Executive, Senior
	Project Manager, Senior
	Business Architect, Senior
	Business Architect, Intermediate
	Change Management Consultant, Senior
	Change Management Consultant, Intermediate
1	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

The Contractor must perform the following tasks:

- Review existing business processes, perform gap analyses, collect and analyze metrics, and designing and optimizing business processes to improve workflow;
- Document business processes and work flows (current and future state) in both written documents and diagrams;
- Gather, elicit and document business requirements and use cases in the appropriate CBSA templates, including through sessions with the client/users;
- Provide advice in defining new requirements and opportunities for applying efficient and effective solutions;
- Develop use cases and business rules, including through sessions with the client/users;
- Provide advice on and/or assist in implementing new processes;
- Identify the required modifications to the automated processes, and support user acceptance testing of the new processes;

- h) Use business, workflow and organizational tools;
- i) Conduct reviews and developing implementation strategies; and
- j) Develop training and information sessions and provide mentoring on business processes.

**Deliverables and Associated Schedule:**

Business process flows and gap analysis;	by the dates specified in the project schedule
Scope statements for project components;	by the dates specified in the project schedule
Business Requirements Documents, including use cases and business rules;	by the dates specified in the project schedule
Requirements Traceability Matrix;	by the dates specified in the project schedule
Status and Progress Reports; and	weekly basis
Knowledge transfer.	ongoing

**Format of deliverables**

- Meetings, working groups, committees, boards with the project team as well as internal and external stakeholders.
- Documents using various Microsoft suite applications (Visio, Powerpoint, Word, Excel, etc.) as well as emails via Outlook.
- Presentations for senior executives, including dashboards, presentations, and other formats as required. Includes verbal and written briefings.

**Period of services**

From: July 19, 2021

To: December 23, 2021

**Work location**

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe Street, Ottawa, ON K1A 0L8, or any other CBSA location within the National Capital Region.

**SECTION B – Applicable Basis of Payment**

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

**SECTION C – Cost Breakdown of Task**

Requisition Number:	1000357868	Cost Centre:	3330-820-30
Purchase Order:	TBC	Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00082-20-03

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Business Process Consultant, Senior Name: Matt Kassner			\$94,285
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$94,285
HST:			\$12,257.05
Total:			\$106,542.05

## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- all such documents have been verified by Canada;
- the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- Direct Deposit (Domestic and International); and
- Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature JOHNSON STEFANIE Digitally signed by JOHNSON STEFANIE Date: 2021.07.06 09:57:46 -04'00' \_\_\_\_\_ Date \_\_\_\_\_

Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC  
Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC



Nancy Cleroux

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	<b>47060-197627/001</b>			
Contractor Name / Nom du Contracteur :	<b>Donna Cona</b>			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022007492	1000360960	1950 400 40	2021-06-29	2021-07-07

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager – Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

Period of Services / Période de service:

Initial Start Date / Date de début initiale :	<b>July 19 2021</b>	Initial End Date / Date de fin initiale :	<b>July 19 2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Manager – Level 2					\$210,000.00
Estimated Cost / Coût estimatif					<b>\$210,000.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$27,300.00
Total Estimated Cost / Coût total estimatif					<b>\$237,300.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMDM of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

Jeff Carr

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,

**KOMERY  
TAYLOR**

Digitally signed by KOMERY TAYLOR  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281  
Reason: I agree to specified parts of this document  
Location: your signing location here  
Date: 2021-08-04 13:16:47  
Foxit PhantomPDF Version: 10.0.1

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

**CARR JEFFREY**

Digitally signed by CARR JEFFREY  
Date: 2021.06.29 14:05:10 -04'00'

Signature

Signature

Name of the representative from the SPMDM of CBSA /  
Nom d'un représentant de la DAGBS de l'ASFC

Date

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

2021-06-30

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Date

## **Project Manager Level 2**

### **Tasks**

Responsibilities include all of the following Baseline Tasks along with any combination of the following Additional Tasks, without limitation:

#### Baseline Tasks:

1. Manage Business Intelligence Reporting Support (BIRS) section BI application releases by ensuring that resources are made available and that the projects are completed within previously agreed time, cost and performance parameters.
2. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying status and problems; work with a variety of project management tools, including MS Project Plan for work scheduling and management.
3. Maintain process improvement, communication and change management throughout the full lifecycle of project deliveries. .

#### Additional Tasks could include but are not limited to:

1. Prepare work impact statements for new Projects in collaboration with required subject matter experts.
2. Define and document the objectives for the project.
3. Report progress of the project on an ongoing basis and at scheduled points in the life cycle.
4. Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
5. Develop presentations and reports to communicate progress of projects within the assigned portfolio.
6. Attend all required meetings, proactively seek out status, issue information and identify mitigation strategies to enable on time delivery.
7. Provide written meeting minutes, action items and record of decisions from meetings where appropriate.

### **Deliverables**

1. Create and maintain BIRS Project schedule for all planned 21/22 BI application releases, in MS Project. Include all staff assignments, dates, dependencies and percent complete.
2. Preliminary estimates for all BI releases with impact statements as required.
3. Coordinate the review and document feedback on Test Plans, including test data acquisition strategies, as required.
4. Prepare Progress and Status Reports including presentations
5. Risk and Issue tracking

### **Constraints**

1. At no time and in no way is CBSA data to be removed from CBSA sites, nor will access to or from the contractor's IT systems through the use of a session or ling (e.g VPN) be permitted; and
2. The contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the contract.

### **Reporting Requirements**

1. Timesheets are to be provided weekly or monthly depicting hours worked on a daily basis; and
2. It is the responsibility of the Contractor to facilitate and maintain regular communication with the Technical Authority. Status updates, verbal or written, may be requested by the Technical Authority over the course of the TA. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; faxes; and meetings. In addition, the Contractor is to immediately notify the Technical Authority of any issues, problems or areas of concern in relation to any work completed under the TA, as they arise.

**Location of Work**

1. CBSA regular working hours are Monday to Friday, between 7 a.m. to 6 p.m. Eastern Time (Standard Workday);
2. Work will be performed at the CBSA location at Vanier Towers, 333 River Road, Ottawa, ON; and
3. No travel outside of the National Capital Region (NCR) is anticipated.

**Language of Work**

The proposed resource will be required to perform the work in English. Every individual proposed in its bid must be English and must be able to communicate orally and in writing without any assistance and with minimal errors.

[http://www.international.gc.ca/ifait-iaeci/test\\_levels-niveaux.aspx?lang=eng#b](http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng#b)

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-187626/001		
Contractor Name / Nom du Contracteur :		S.i. Consulting		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022007604	1000363768	1950 400 20	2021-07-19	2021-08-09

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
01-Aug-2021	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
n/a	
Work Location(s) / Lieu(x) de travail :	
Vanier Towers, 333 North River Road Ontario	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

## Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Architect Level 3					\$200,200.00
Estimated Cost / Coût estimatif					<b>\$200,200.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$26,026.00

Total Estimated Cost / Coût total estimatif			\$226,226.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.14 08:23:44 -04'00'			
Signature  <b>KOMERY TAYLOR</b> <small>Digitally signed by KOMERY TAYLOR          DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281          Reason: I agree to specified parts of this document          Location: your signing location here          Date: 2021-08-05 09:20:44          Foxit PhantomPDF Version: 10.0.1</small>		Signature	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRAC TEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date	



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-197627/002			
Contractor Name / Nom du Contracteur :	Adirondack			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022007517	1000363133	1950 400 10	2021-07-19	2021-07-23

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	09-Aug-2021	Initial End Date / Date de fin initiale :	09-Aug-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Manager Level 2					\$218,400.00
Estimated Cost / Coût estimatif					<b>\$218,400.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$28,392.00
Total Estimated Cost / Coût total estimatif					<b>\$246,792.00</b>



Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.14 08:28:33 -04'00'</p>			
<p>Signature</p> <p><b>KOMERY TAYLOR</b> Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I agree to specified parts of this document Location: your signing location here Date: 2021-08-04 14:23:43 Foxit PhantomPDF Version: 10.0.1</p>		<p>Signature</p>	
<p>Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Date</p>	
<p>Signature</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		July 14, 2021	
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		Signature	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 completed by the Technical/Project Authority / PARTIE 1 complétée par le Responsable technique / Chef de projet

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/002			
Contractor Name / Nom du Contracteur :	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022007878	1000363745	1930 200 50	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale : 03-Sep-2021

Initial End Date / Date de fin initiale : 31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : n/a

Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario

PART 2 completed by the Contractor under the Technical/Project Authority / PARTIE 2 complétée par le Contracteur sous le Responsable technique / Chef de projet

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Before being approved, only the following resources may provide services under this TA / Avant les approbations, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Architect Level 3					\$108,500.00
Estimated Cost / Coût estimatif					\$108,500.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$14,105.00

Total Estimated Cost / Coût total estimatif		\$122,605.00	
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract. En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr	
Name of Technical Authority / Nom de l'autorité technique <b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.19 07:54:18 -04'00' Signature	Name of Contracting Authority / Nom de l'autorité contractante Date Signature
Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I agree to specified parts of this document Location: your signing location here Date: 2021-08-10 11:20:12 Ford PhantomPDF Version: 10.0.1 <b>KOMERY TAYLOR</b> Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC Date Signature	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date <b>July 20, 2021</b>
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/001			
Contractor Name / Nom du Contracteur :	S.i. Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022007884	1000363749	1950 400 50	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
ERP Functional Analyst Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
ERP Level 3					\$172,560.00
Estimated Cost / Coût estimatif					<b>\$172,560.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,432.80

Total Estimated Cost / Coût total estimatif			\$194,992.80
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr  Name of Technical Authority / Nom de l'autorité technique Digitally signed by CARR <b>CARR JEFFREY</b> Date: 2021.08.10 11:03:40 -04'00' Signature		Name of Contracting Authority / Nom de l'autorité contractante  Signature	
Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I agree to specified parts of this document Location: your signing location here Date: 2021-08-10 13:34:53 Foxit PhantomPDF Version: 10.0.1 Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC  Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature		Date	
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Public Works and  
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Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat		47060-187626/002		
Contractor Name / Nom du Contracteur		TPG Consulting		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	STOT No. N° de l'EDT	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici la
2022007886	1000363746	1950 400 50	2021-07-19	2021-08-09

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
ERP Functional Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>			
Initial Start Date / Date de début initiale	03-Sep-2021	Initial End Date / Date de fin initiale	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
03-Sep-2021	X In Effect / en vigueur		
03-Sep-2022	X In Effect / en vigueur		
03-Sep-2023	O In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage	n/a		
Work Location(s) / Lieu(x) de travail	Vanier Towers, 333 North River Road Ontario		

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
ERP Level 3					\$171,600.00
Estimated Cost / Coût estimatif					\$171,600.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,308.00

Total Estimated Cost / Coût total estimatif			\$193,908.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(n)t que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr	
Name of Technical Authority / Nom de l'autorité technique <b>CARR JEFFREY</b>	Date Digitally signed by CARR JEFFREY Date: 2021.07.20 11:13:54 -04'00'
Signature <b>KOMERY TAYLOR</b>	Signature Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I agree to specified parts of this document Location: your signing location here Date: 2021-08-10 13:13:24 Foxit PhantomPDF Version: 10.0.1
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date
Signature	Date

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Date <b>July 20/21</b>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/001			
Contractor Name / Nom du Contracteur :	S.i. Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022008089	1000365118	1950 400 10	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					<b>\$175,680.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40



Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr  Name of Technical Authority / Nom de l'autorité technique  CARR JEFFREY Digitally signed by CARR JEFFREY Date: 2021.08.12 08:19:19 -04'00'  Signature		SAVARIA Digitally signed by SAVARIA NANCY Date: 2021.08.11 11:00:51 -04'00'  Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC  OTOOLE TAMMY <small>Digitally signed by OTOOLE TAMMY          CN=Chao Yong, OU=Non-Asst. CU=PERSONNEL, CH=OTOOLE TAMMY +          SERIALNUMBER=201309231042945          Reason: I am the author of this document          Location: your signing location here          Date: 2021-08-12 16:51:15          FoUat PhantomPDF Version: 10.0.1</small>  Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat : <b>47060-187626/001</b>				
Contractor Name / Nom du Contracteur : <b>SI Systems</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
<b>2022008137</b>	<b>1000363953</b>	<b>1950 400 30</b>	<b>2021-07-12</b>	<b>2021-07-16</b>

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(s) de sécurité requis
Project Manager Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale : <b>02-Sep-2021</b>	Initial End Date / Date de fin initiale : <b>03-Sep-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="checkbox"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : n/a	
Work Location(s) / Lieu(x) de travail : Vanier Towers, 333 North River Road Ontario	

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Manager - Level 3					\$175,680.00
Estimated Cost / Coût estimatif					\$175,680.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST@13%					\$22,838.40
Total Estimated Cost / Coût total estimatif					\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SP/MD of CBSA and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY		Digitally signed by CARR JEFFREY Date: 2021.07.14 08:29:02 -0400'	
Signature		Signature	
KOMERY TAYLOR		Digitally signed by KOMERY TAYLOR DN: cn=, org=Government of Canada, ou=KOMERY TAYLOR, email=KOMERY.TAYLOR@CSC.MAIL.MEC-2017-07-10110381 Reason: I agree in specified parts of this document Location: my signing location here Date: 2021-06-11 09:30:57 First Phishing? Version: 10.0.1	
Name of the representative from the SP/MD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
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TASK AUTHORIZATION FORM  
FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47060-197627/001		
Contractor Name / Nom du Contracteur :		Donna Cona		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022008155	1000363770	1950 400 30	2021-07-19	2021-07-23

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Data Analyst Data Quality Analyst - Level 2		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>			
Initial Start Date / Date de début initiale :	02-Aug-2021	Initial End Date / Date de fin initiale :	02-Aug-2022
Extented End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage : n/a			
Work Location(s) / Lieu(x) de travail :		Vanier Towers, 333 North River Road Ontario	

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
Note: once approved, only the following resources may provide services under this TA / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
/Business Analyst (Data Analyst/Data Quality Analyst) (Level 2)					\$230,400.00
Estimated Cost / Coût estimatif					\$230,400.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$29,952.00
Total Estimated Cost / Coût total estimatif					\$260,352.00

Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY Digitally signed by CARR JEFFREY Date: 2021.07.15 13:12:12 -04'00'			
Signature		Signature	
KOMERY TAYLOR Digitally signed by KOMERY TAYLOR DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=KOMERY TAYLOR + SERIALNUMBER=2017307140110281 Reason: I agree to specified parts of this document Location: your signing location here Date: 2021-08-11 09:37:23 Foxit PhantomPDF Version: 10.0.1			
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date		
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		2021-07-15	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Date	

<b>TASK AUTHORIZATION</b>			
<b>(TA) FORM</b>			

<b>Contractor:</b>	<b>GCstrategies</b>	<b>Contract Number:</b>	47419-202719/001/EL
<b>Commitment: #</b>	<b>1000364678</b>	<b>Financial Coding:</b>	190810070, 2001, 30700
<b>Task Number</b> (Amendment):	<b>2022008185</b>	<b>Issue Date:</b>	<b>Response Require By:</b>

**Statement of Work (Work Activities, Certifications and Deliverables):**

Canada Border Services Agency (CBSA) is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of Information Management (IM)/Information Technology (IT) tools and systems.at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA.

ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives.

The Border Technology Innovation Directorate (BTID) is responsible for the development, production support and maintenance of critical business systems and emerging technologies. These systems include, but are not limited to, critical systems and applications that serve as common components for internal and external stakeholders. As well, BTID is accountable for the design, development and delivery of enterprise and corporate IM/IT solutions in support of CBSA's mandate.

As a result of the COVID 19 pandemic CBSA is looking to engage three (3) mobile developers (2 iOS and 1 Android) to help further elevate ArriveCan, a web platform and mobile application, to continue its adherence to Accessibility for all Canadians.

The focus area of this TA will be to make the new ArriveCan web and mobile applications features Accessible to a Web Content Accessibility Guidelines (WCAG) 2.1 level of AAA.

The CBSA requires a variety of IM/IT professional resource services to support changes to the operational environment to better respond to the needs of the public, public safety and employee safety within the current Covid-19 era - our new norm.

**Overview**

During the Access Audit project, GCstrategies will gather the data necessary to evaluate the accessibility and compliance level of CBSA's COVID 19 Web and Mobile application ArriveCan since the new features and functionality has been developed. GCstrategies mobile developers will test against WCAG 2.0. Activities in this project will focus on (i) identifying the overall compliance of CBSA's web systems with key digital accessibility requirements, (ii) analyzing the structure and assets on each system, and (iii) understanding system and page use and risk profiles.

**Tasks**

The Contractor(s) must provide support for IM/IT professional services for these deliverables. Each validly issued Task Authorization will outline the type of resource(s), the Work and tasks to be completed and the location of the Work, whether in the NCA or remotely.

## TASK AUTHORIZATION

### (TA) FORM

**Tasks include, but not be limited to the following:**

- Supply CBSA a demo instance of Access Analytics to continuously track issues and remediation progress
- Identify the overall compliance of CBSA's digital property with key digital accessibility requirements, while analyzing the structure and assets across testing sprints
- Collaborate with CBSA to jointly identify, select, and prioritize modules (templates) as well as functional testing of use cases (key workflows) for concentrated testing efforts
- Provide on-demand expert support for accessibility efforts via consulting hours
- Ad-hoc Accessibility Consulting and Testing Support.
- Perform accessibility testing, answer technical questions related to accessibility implementation requirements (e.g., the ADA, Section 508, CVAA, and the WCAG) and address other common accessibility requests.
- Gather data necessary to evaluate the accessibility and compliance level of CBSA's ArriveCan iOS and Android mobile application.
- Identify specific definitions of the projected level of compliance of the system against specific statutory or policy requirements.
- Conduct Design Workshops with stakeholders will include problem framing and validation for the project objectives, key results, commitments, resources and risks.
- Work with Angular and Mobile SME's to make necessary changes to UI/ UX and backend
- Integrate with Web teams to provide assistance, architectural review and Quality Assurance.
- Design and refine screens for the mobile application
- Design and refine screens for the desktop application
- Run user testing sessions to gather feedback
- Build out multiple approaches to solve the problems
- Generate and validate the results for each approach
- Write test plans for testable components
- Write test scripts for individual pieces of functionality
- Advise on automated testing procedures
- Develop and upgrade iOS and Android applications based on iOS and Android accessibility platform frameworks, methodologies and API's
- Perform mobile architectural modeling to ensure consistency of the design with existing work
- Ensure iOS / Android functionalities have been implemented according to the new accessibility specifications;

<b>2. Period of Service:</b>	<b>From (Date)</b>	Aug 13, 2021	<b>To (Date)</b>	Dec 31, 2021
<b>3. Work Location:</b>	NCR			
<b>4. Travel Requirements:</b>	Not Applicable			
<b>5. Language Requirement:</b>	English essential			
<b>6. Other Conditions/Constraints:</b>	None			

TASK AUTHORIZATION (TA) FORM				
7. Level of Security Clearance required for the Contractor Personnel:		Reliability		
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
iOS Developer				\$38,400.00
iOS Developer				\$38,400.00
Android Developer				\$38,400.00
			Estimated Cost	\$115,200.00
			Applicable Taxes	\$14,976.00
			Total Labour Cost	\$130,176.00
			Total Travel & Living Cost	-
			Firm Price or <u>Maximum TA Price</u>	\$130,176.00
Contractor's Signature				

**TASK AUTHORIZATION**

**(TA) FORM**

Name, Title and Signature of Individual Authorized to sign on behalf of the  
**Contractor** (type or print)

Signature:

Date: Aug 12, 2021

**Approval – Signing Authority**

*Christiane Frem*



## TASK AUTHORIZATION

### (TA) FORM

#### Signatures (Client)

Name, Title and Signature of Individual Authorized to sign:

Technical Authority:

*Christiane Frem*

Date:

August 8, 2021

CBSA Procurement:

**BRADSHAW  
EVAN**

Digitally signed by BRADSHAW EVAN  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=BRADSHAW EVAN +  
SERIALNUMBER=2020342163158583  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-08-12 13:45:09  
Foxit PhantomPDF Version: 10.0.1

Date:

#### Signatures (PWGSC)

Contracting Authority 1:

Date:

<sup>1</sup> Signature required for TA valued at **\$300,000.00** or more, Applicable Taxes included.

You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-197627/002			
Contractor Name / Nom du Contracteur :	Adirondack			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022008409	1000363769	1950 300 20	2021-07-29	2021-08-16

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

16-Aug-2021

Initial End Date / Date de fin initiale :

31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

Vanier Towers, 333 North River Road

Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Business Analyst Level 3					\$168,000.00
Estimated Cost / Coût estimatif					<b>\$168,000.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$21,840.00
Total Estimated Cost / Coût total estimatif					<b>\$189,840.00</b>

Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="checked" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>
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**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr		SAVARIA NANCY Digitally signed by SAVARIA NANCY Date: 2021.08.12 12:16:11 -04'00'	
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY Digitally signed by CARR JEFFREY Date: 2021.07.29 12:12:59 -04'00'			
Signature		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		July 29, 2021	
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date

TASK AUTHORIZATION FORM

FORMULAIRE D'AUTORISATION DE TACHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complete par le Responsable technique / Charge du projet)

A. General Information / Informations générales

Contract Number / Numéro du contrat :

47419-226879/001/EL

TPG Technology Consulting Ltd.

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :

2022008791

Commitment No. / N° de l'engagement :

1000361123

Financial Coding / Code financier :

1813-830-10, 2001, 74907

Date of Issuance / Date d'émission :

September 22, 2021

Response required by / Réponse requise par :

September 24, 2021

B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification

Reason for the Amendment / Raison pour la modification :

C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager	3		English / Anglais	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

STATEMENT OF WORK

1.0 TITLE

P.9 – Project Manager, Level 3

2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

3.0 BACKGROUND



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications. The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

### 4.0 SCOPE OF THE WORK

The contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Manage and monitor the project during the development, testing and implementation to ensure that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- Develop and maintain project plan, continual service improvement register, and terms of reference;
- Develop scope, context and business requirements, working with departmental leads and key clients;
- Formulate statements of problems; develop project documentation including statements of business requirements, user acceptance testing scenarios and plans, and user stories.
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- Meet with stakeholders and other project managers and recommend solutions to issues as they arise;
- Prepare plans (including pilot and deployment plans), charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools;
- Liaising with ISTB development teams within the CBSA as well as PIK development teams with kiosk and other platform vendors.
- Resolve issues as they arise;
- Perform risk management activities;
- Review and comment on project deliverables from initiation to implementation;
- Conduct, facilitate and lead matrixed team meetings;
- Ensure timely completion of deliverables;
- Facilitate and manage the process of project sign-off.

Other common tasks may include, but will not be limited to the following:

- Plan and coordinate IM/IT project management activities including planning/coordination/guidance and process aspects;
- Work with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for Traveller's Program projects;
- Provide IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulate and manage the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support the Project Authority to oversee IM/IT initiatives and on various IM/IT initiatives;
- Support the Project Authority to oversee the change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Coach, and mentor team members and users on best practices and provide knowledge transfer.
- Conduct stakeholder meetings; and
- Work with project teams and other stakeholders, manage the IM/IT requirements on projects.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### 6.0 DELIVERABLES

Deliverables may also include the following:

Deliverables Deadlines - Completion timeframes

- Project management plans and project documentation such as Treasury Board submissions, Memoranda to Cabinet, project schedules, lessons learned, progress reports, deficiency reports, project forecasts, road maps; and post project review reports; - Deadlines for Cabinet documents determined by parliamentary agenda; Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.
- Business cases and business planning, including risk planning and risk analysis, risk management plans, and statement of requirements; - Project documentation must be maintained to respect gating and other reporting requirements (e.g. to senior management).
- Tracking against plans: including level of effort and resource estimation as part of IM/IT business planning; - Weekly, or bi-weekly, reporting
- Statements of requirements including business/ functional requirements, respecting development schedules and deadlines; - Business requirements must be provided respecting development deadlines.
- Business process models; System user guides; Critical path analysis - Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.
- Standard operating procedures, user training materials and guides - Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.

Other common deliverables may include, but will not be limited to the following:

- Written and verbal advice;
- Knowledge transfer;
- Issues papers/Briefing Notes;
- Presentation decks and materials;
- Meeting facilitation and reports (e.g. monthly progress reports);
- Guides, manuals, reports to be disseminated to various stakeholders as required;
- Meeting agendas, schedules and minutes;
- Synthesis report of facilitated meetings;
- Activity reports;
- Conversation notes, design documentation, change management documentation, site inspection reports and other work requested under the Task Authorization.

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

### 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may be required to visit facilities site locations and construction sites outside the NCR.

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

September 27, 2021

Initial End Date / Date de fin initiale :

September 26, 2022

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)

Status / Statut

Aug 16, 2023

☐ In effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

N/A

Work Location(s) / Lieu(x) de travail :

Within the National Capital Region

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Project Manager	3			

### B. Estimated Cost / Coût estimatif



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

Category / Catégorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>-</div></div>	Project Manager	3			\$168,000.00
Estimated Cost / Coût estimatif					\$168,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquées	13.00	Applicable Taxes / Taxes applicables			\$21,840.00
Total Estimated Cost / Coût total estimatif					\$189,840.00

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00 . When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00 . Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Stephen Alexander

Name of Contracting Authority / Nom de l'autorité contractante

ALEXANDER STEPHEN

Signature

September 22, 2021

Date

Digitally signed by ALEXANDER STEPHEN  
Date: 2021.09.22 07:24:43 -04'00'

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TACHES

**PART 1** (completed by the Technical Project Authority) / **PARTIE 1** (completée par le Responsable technique / Charge du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : 47419-226879/001/EL

TPG Technology Consulting Ltd.

Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :

2022008791

Commitment No. / N° de l'engagement :

1000361123

Financial Coding / Code financier :

1813-830-10, 2001, 74907

Date of Issuance / Date d'émission :

September 22, 2021

Response required by / Réponse requise par :

September 24, 2021

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) - Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager	3		English / Anglais	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

### STATEMENT OF WORK

#### 1.0 TITLE

P.9 – Project Manager, Level 3

#### 2.0 OBJECTIVE

The Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional services resources with knowledge and experience supporting and assisting with Government of Canada business application, infrastructure and systems projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch and the Traveller's Branch supporting the Traveller's Program, on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IM/IT professional services on critical business application, infrastructure and systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

#### 3.0 BACKGROUND



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications. The Information, Science and Technology Branch (ISTB) provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. The Traveller's Branch provides program, policy and project management oversight on the Traveller's Programs and its supporting IT projects.

The Travellers Program currently leverages more than 40 IT assets, many of which are mission critical systems, and allow the Agency to manage the flow of people at border entry points. The program includes major projects with Treasury Board oversight.

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

### 4.0 SCOPE OF THE WORK

The contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

### 5.0 TASKS

Tasks may include, but will not be limited to the following:

- Manage and monitor the project during the development, testing and implementation to ensure that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- Develop and maintain project plan, continual service improvement register, and terms of reference;
- Develop scope, context and business requirements, working with departmental leads and key clients;
- Formulate statements of problems; develop project documentation including statements of business requirements, user acceptance testing scenarios and plans, and user stories.
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- Meet with stakeholders and other project managers and recommend solutions to issues as they arise;
- Prepare plans (including pilot and deployment plans), charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools;
- Liaising with ISTB development teams within the CBSA as well as PIK development teams with kiosk and other platform vendors.
- Resolve issues as they arise;
- Perform risk management activities;
- Review and comment on project deliverables from initiation to implementation;
- Conduct, facilitate and lead matrixed team meetings;
- Ensure timely completion of deliverables;
- Facilitate and manage the process of project sign-off.

Other common tasks may include, but will not be limited to the following:

- Plan and coordinate IM/IT project management activities including planning/coordination/guidance and process aspects;
- Work with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for Traveller's Program projects;
- Provide IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulate and manage the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Develop and maintain systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support the Project Authority to oversee IM/IT initiatives and on various IM/IT initiatives;
- Support the Project Authority to oversee the change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Coach, and mentor team members and users on best practices and provide knowledge transfer.
- Conduct stakeholder meetings; and
- Work with project teams and other stakeholders, manage the IM/IT requirements on projects.



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

### 6.0 DELIVERABLES

Deliverables may also include the following:

Deliverables Deadlines - Completion timeframes

- Project management plans and project documentation such as Treasury Board submissions, Memoranda to Cabinet, project schedules, lessons learned, progress reports, deficiency reports, project forecasts, road maps; and post project review reports; - Deadlines for Cabinet documents determined by parliamentary agenda; Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.
- Business cases and business planning, including risk planning and risk analysis, risk management plans, and statement of requirements; - Project documentation must be maintained to respect gating and other reporting requirements (e.g. to senior management).
- Tracking against plans: including level of effort and resource estimation as part of IM/IT business planning; - Weekly, or bi-weekly, reporting
- Statements of requirements including business/ functional requirements, respecting development schedules and deadlines; - Business requirements must be provided respecting development deadlines.
- Business process models; System user guides; Critical path analysis - Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.
- Standard operating procedures, user training materials and guides - Project documentation determined by Gating schedule. Documents are often due within tight deadlines of days or weeks at most.

Other common deliverables may include, but will not be limited to the following:

- Written and verbal advice;
- Knowledge transfer;
- Issues papers/Briefing Notes;
- Presentation decks and materials;
- Meeting facilitation and reports (e.g. monthly progress reports);
- Guides, manuals, reports to be disseminated to various stakeholders as required;
- Meeting agendas, schedules and minutes;
- Synthesis report of facilitated meetings;
- Activity reports;
- Conversation notes, design documentation, change management documentation, site inspection reports and other work requested under the Task Authorization.

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval, and signatures (as required).

### 7.0 CLIENT SUPPORT

The client will provide all documentation and information necessary for the Work.

### 8.0 LANGUAGE REQUIREMENTS

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

### 9.0 WORK LOCATION

The contractor must be willing and able to accept a flexible work arrangement, which may include any or all of the following:



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

- Shared cubicles when working on-site within the National Capital Region (NCR)
- Use of collaborative work spaces
- Working remotely off-site

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified database or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

## 10.0 TRAVEL

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCR. The Contractor resources may be required to visit facilities site locations and construction sites outside the NCR.

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :  Initial End Date / Date de fin initiale :

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
Aug 16, 2023	<input type="radio"/> In effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

Work Location(s) / Lieu(x) de travail :

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profile linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC
	Project Manager	3			

### B. Estimated Cost / Coût estimatif



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

Category / Catégorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Coût estimatif
<div><div>+</div><div>-</div></div>	Project Manager	3			\$168,000.00
Estimated Cost / Coût estimatif					\$168,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquées		13.00	Applicable Taxes / Taxes applicables		\$21,840.00
Total Estimated Cost / Coût total estimatif					\$189,840.00

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000.00. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

Name of Authorized Client / Nom du client autorisé \_\_\_\_\_ Date \_\_\_\_\_

**NEWBURY RUSSELL** Digitally signed by NEWBURY RUSSELL  
Date: 2021.09.24 11:32:44 -04'00'

Signature

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000.00. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

**Stephen Alexander** September 22, 2021  
Name of Contracting Authority / Nom de l'autorité contractante \_\_\_\_\_ Date \_\_\_\_\_

**ALEXANDER STEPHEN** Digitally signed by ALEXANDER STEPHEN  
Date: 2021.09.22 07:24:43 -04'00'

Signature

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

\_\_\_\_\_  
Signature of the person authorized to sign on behalf of the Contractor / Nom et titre

Date

Sep 27, 2021



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/002			
Contractor Name / Nom du Contracteur :	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009263	1000365112	1950 400 40	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

03-Sep-2021

Initial End Date / Date de fin initiale :

02-Sep-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	X In Effect / en vigueur
03-Sep-2022	X In Effect / en vigueur
03-Sep-2023	O In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage

n/a

Work Location(s) / Lieu(x) de travail :

Vanier Towers, 333 North River Road

Ontario

PART 2 (completed by the Contractor under the Technical Project Authority) / PARTIE 2 (complétée par le Contracteur sous le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Architect Level 3					\$186,000.00
Estimated Cost / Coût estimatif					\$186,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$24,180.00

Total Estimated Cost / Coût total estimatif			\$210,180.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr	
Name of Technical Authority / Nom de l'autorité technique <b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.20 11:07:34 -04'00' Signature	Name of Contracting Authority / Nom de l'autorité contractante  Date  Signature
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC  OTOOLE TAMMY Digitally signed by OTOOLE TAMMY DN: C=ca, O=Canada, OU=PERSONNEL, OU=OTOOLE TAMMY + SERIALNUMBER=2013309231042845 Reason: I am the author of this document Location: your signing location here Date: 2021.08.25 09:10:11 Foxit Reader Version: 10.0.1 Signature	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date <b>July 20, 2021</b>
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Public Works and  
Government Services  
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Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-187626/001		
Contractor Name / Nom du Contracteur :		S.i. Consulting		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009281	1000365121	1815 200 30	2021-07-19	2021-08-09

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

#### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

#### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					<b>\$175,680.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40



Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique		Name of Contracting Authority / Nom de l'autorité contractante	
Date		Date	
Signature		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
OTOOLE TAMMY		<div>Digitally signed by OTOOLE TAMMY DN: cn=OTOOLE TAMMY, ou=core-adm, ou=PERSONNEL, c=OTOOLE TAMMY + SERIALNUMBER=2013308231042945 Reason: I am the author of this document Location: your signing location here Date: 2021-08-23 11:07:27 Email:phantomPDF version: 4.0.0-1</div>	
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature		Date	
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/001			
Contractor Name / Nom du Contracteur :	S.i. Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009295	1000363940	1950 400 30	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Architect Level 3					\$184,800.00
Estimated Cost / Coût estimatif					<b>\$184,800.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$24,024.00

Total Estimated Cost / Coût total estimatif			\$208,824.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
SAVARIA NANCY		Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-02 11:37:53 Foxit PhantomPDF Version: 10.0.1	
Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date		
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat	47060-187626/002			
Contractor Name / Nom du Contracteur	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	STOT No. N° de l'EDT	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022009341	1000363751	1950 400 40	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification



Reason for the Amendment / Raison pour la modification

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
IM Architect Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale

03-Sep-2021

Initial End Date / Date de fin initiale

02-Sep-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification)

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage

n/a

Work Location(s) / Lieu(x) de travail

Vanier Towers, 333 North River Road

Ontario

PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
IM Architect Level 3					\$186,000.00
Estimated Cost / Coût estimatif					\$186,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$24,180.00

Total Estimated Cost / Coût total estimatif		\$210,180.00	
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.20 11:14:54 -04'00'</p>			
Signature		Signature	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p><b>OTOOLE TAMMY</b> Digitally signed by OTOOLE TAMMY DN: cn=Carr, Org=Ottawa-est, OU=PERSONNEL, c=CA, o=OTOOLE TAMMY SERIALNUMBER=2013309231042945 Reason: I am the author of this document Location: your signing location here Date: 2021.09.20 15:35:46 Foxit Reader version: 10.0.1</p>			
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>	<p>July 20, 2021</p> <p>Date</p>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/001			
Contractor Name / Nom du Contracteur :	<del>Six Consulting</del> SI Systems ULC			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009407	1000365120	2940 300 00	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					<b>\$175,680.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40

Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p>CARR JEFFREY</p> <p>Digitally signed by CARR JEFFREY Date: 2021.09.02 13:05:28 -04'00'</p>			
Signature		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
<p>SAVARIA NANCY</p> <p>Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-aidc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-02 11:40:30 Foxit PhantomPDF Version: 10.0.1</p>			
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 Completed by the Technical Project Authority / PARTIE 1 Complété par la Puissance technique (Chef de projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat		47060-187626/002		
Contractor Name / Nom du Contracteur		TPG Consulting		
Task Authorization (TA) No. N° d'autorisation de tâches (AT)	STOT No. N° de l'EOT	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022009446	1000365126	1950 400 40	2021-07-19	2021-08-09

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification	
Reason for the Amendment / Raison pour la modification	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de services:</b>	
Initial Start Date / Date de début initiale	03-Sep-2021
Initial End Date / Date de fin initiale	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification)	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	X In Effect / en vigueur
03-Sep-2022	X In Effect / en vigueur
03-Sep-2023	O In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage	
n/a	
Work Location(s) / Lieu(x) de travail	Vanier Towers, 333 North River Road Ontario

### PART 2 Completed by the Contractor under the Technical Project Authority / PARTIE 2 Complété par le Contracteur sous la Responsabilité technique (Chef de projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
<small>Note: when approved, only the following resources may provide services under this TA - Note: une fois approuvé, seuls les ressources suivantes peuvent fournir des services sous la présente AT</small>					
Name / Nom Category and Level / Catégorie et Niveau	PWSC Security File No. / N° du dossier de sécurité TPSCG	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
BA Level 3					\$156,000.00
Estimated Cost / Coût estimatif					\$156,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$20,280.00



Total Estimated Cost / Coût total estimatif		\$176,280.00	
Check applicable Basis of Payment / Cocher la Base de Paiement applicable	Maximum Price / Prix Maximum	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA under the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.</p> <p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC en son nom en tant qu'autorité contractante de TPSCGC atteste que le contenu de cette AT est conforme aux conditions du contrat.</p>	
<p>The client's authorization limit is \$500,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p> <p>La limite d'autorisation du client est \$500,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSCGC pour autorisation.</p>	
<p>Jeff Carr</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>CARR JEFFREY</b></p> <p>Digitally signed by CARR JEFFREY Date: 2021.07.20 11:13:24 -04'00'</p> <p>Signature</p>	<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p>Signature</p>
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p>Signature</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>	<p>Signature</p>	<p>Date</p> <p><b>July 20, 2021</b></p>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complétée par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47060-187626/001</b>		Contractor Name / Nom du Contracteur : <b>S.I. Consulting</b>	
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :
<b>2022089569</b>	<b>1000365123</b>	<b>2940 200 00</b>	<b>2021-07-19</b>
		Response required by Réponse requise d'ici le : <b>2021-08-09</b>	

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale : <b>03-Sep-2021</b>	Initial End Date / Date de fin initiale : <b>02-Sep-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input checked="" type="checkbox"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="checkbox"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage : <b>n/a</b>	
Work Location(s) / Lieu(x) de travail : <b>Vanier Towers, 333 North River Road Ontario</b>	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complétée par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seuls les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					\$175,680.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40

		Total Estimated Cost / Coût total estimé		\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAOBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Name of Technical Authority / Nom de l'autorité technique  <b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.20 11:11:38 -04'00'  Signature		Name of Contracting Authority / Nom de l'autorité contractante     Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAOBS de l'ASFC  <b>SAVARIA NANCY</b>  Signature		Date Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 202109-02 11:41:25 Foxit PhantomPDF Version: 10.0.1	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat : <b>47060-187626/002</b>				
Contractor Name / Nom du Contracteur : <b>TPG Consulting</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	STOT No. N° de l'EDT	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022009631	1000365124	1950 400 20	2021-07-19	2021-08-09

<b>B. For Amendments Only / Aux fins de modification seulement</b>	
Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale	<b>03-Sep-2021</b>
Initial End Date / Date de fin initiale	<b>02-Sep-2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification)	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage	n/a
Work Location(s) / Lieu(x) de travail	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

<b>Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif</b>					
<small>Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvé, seules les ressources suivantes peuvent fournir des services sous la présente AT</small>					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
BA Level 3					\$156,000.00
Estimated Cost / Coût estimatif					<b>\$156,000.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					<b>\$0.00</b>
Hst @ 13%					<b>\$20,280.00</b>

Total Estimated Cost / Coût total estimatif		\$176,280.00	
Check applicable Basis of Payment / Cocher la Base de Paiement applicable	Maximum Price / Prix Maximum	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250 000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.23 13:18:47 -04'00'</p>			
Signature		Signature	
<p>Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Date</p>	
<p><b>OTOOLE TAMMY</b></p> <p><small>Digitally signed by OTOOLE TAMMY DN: cn=Chap. Q/Personnel, ou=PERSONNEL, ou=OTOOLE TAMMY, serialNumber=201350221042045 Reason: I am the author of this document Location: your signing location here Date: 2021-08-25 14:39:45 Full ReasonPDF version: 10.0.1</small></p>			
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>	<p>Signature</p> <p><i>July 24, 2021</i></p> <p>Date</p>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique - Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/002			
Contractor Name / Nom du Contracteur :	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	STOT No. N° de l'EDT	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000365117	1950 400 40	2021-07-19	2021-08-09

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:			
Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
03-Sep-2021	X In Effect / en vigueur		
03-Sep-2022	X In Effect / en vigueur		
03-Sep-2023	O In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage	n/a		
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario		

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique - Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous le présent AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
BA Level 3					\$156,000.00
Estimated Cost / Coût estimatif					\$156,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$20,280.00

Total Estimated Cost / Coût total estimatif			\$176,280.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is <del>\$200,000</del> . When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization. La limite d'autorisation du client est <del>\$200,000</del> . Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr	
Name of Technical Authority / Nom de l'autorité technique <b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.20 11:08:39 -04'00' Signature	Name of Contracting Authority / Nom de l'autorité contractante  Signature
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC  Signature	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date <b>July 20, 2021</b>
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

### PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complétée par le Responsable technique - Chargé du projet)

#### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/002			
Contractor Name / Nom du Contracteur :	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	STOT No. N° de l'EDT	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009657	1000365117	1950 400 40	2021-07-19	2021-08-09

#### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

#### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Analyst Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:			
Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
03-Sep-2021	X In Effect / en vigueur		
03-Sep-2022	X In Effect / en vigueur		
03-Sep-2023	O In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage	n/a		
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario		

### PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complétée par le Contracteur et/ou le Responsable technique - Chargé du projet)

#### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous le présent AT.

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
BA Level 3					\$156,000.00
Estimated Cost / Coût estimatif					\$156,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$20,280.00



Total Estimated Cost / Coût total estimatif			\$176,280.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is <del>\$250,000</del>. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est <del>\$250,000</del>. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY	Digitally signed by CARR JEFFREY Date: 2021.07.20 11:08:39 -04'00'		
Signature		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Date	
SAVARIA NANCY			
<p>Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-02 11:34:50 Foxit PhantomPDF Version: 10.0.1</p>			
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
		July 20, 2021



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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-187626/001		
Contractor Name / Nom du Contracteur :		S.i. Consulting		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
	1000365122	2940 300 00	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					<b>\$175,680.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40

Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Date</p>	
<p>Signature</p>			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		Signature	Date
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## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626/001			
Contractor Name / Nom du Contracteur :	S.i. Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009658	1000365122	2940 300 00	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					<b>\$175,680.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40

Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,

Jeff Carr

Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR Digitally signed by CARR JEFFREY Date: 2021.09.02 13:03:09 -04'00'			
Signature		Signature	

Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC	Date
SAVARIA NANCY Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adre, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-02 11:54:16 Foxit Reader PDF Version: 10.0.1	
Signature	

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-187626/001		
Contractor Name / Nom du Contracteur :		S.i. Consulting		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022009709	1000365114	1950 400 30	2021-07-19	2021-08-09

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	03-Sep-2021	Initial End Date / Date de fin initiale :	02-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$175,680.00
Estimated Cost / Coût estimatif					\$175,680.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Hst @ 13%					\$22,838.40

Total Estimated Cost / Coût total estimatif			\$198,518.40
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.07.20 11:08:05 -04'00'</p>			
Signature		Signature	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p>		<p>Digitally signed by SAVARIA NANCY DN: cn=SAVARIA, NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-02 11:47:01 Font: PhantomPDF Version: 10.0.1</p>	
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Sep 2, 2021 Date</p>
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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :

**47419-A211212/ 47419-211212/001/EL**

Contractor Name / Nom du Contracteur : **Experis / Veritaaq**

Task Authorization (TA) No.

N° de l'autorisation de tâches (AT) :

Commitment No.

N° de l'engagement :

Financial Coding

Code financier :

Date of Issuance

Date d'émission :

Response required  
by

Réponse requise  
d'ici le :

**2022010652**

**1000367582**

**1910-200-30**

**13-Aug-2021**

**2021-08-20**

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

**1**

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
<b>Project Manager Level 3</b>		<b>English Essential</b>	<b>Level II (Secret)</b>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**20-Sep-2021**

Initial End Date / Date de fin initiale :

**22-Jul-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage

**NIL**

Work Location(s) / Lieu(x) de travail :

**Contractor Facilities or 333 North River Road**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)



Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
<b>Level 3</b>	<b>Project Manager</b>				\$196,350.00
					\$0.00
Estimated Cost / Coût estimatif					<b>\$196,350.00</b>
Applicable Taxes					<b>\$25,525.50</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$221,875.50</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input checked="" type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Denis Normand</p> <p>2021-08-05</p>			
<p>Name of Technical Authority / Nom de l'autorité techn</p> <p><b>NORMAND DENIS</b></p> <p>Digitally signed by NORMAND DENIS Date: 2021.08.13 12:52:17 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p></p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p>		<p>Date</p>	
<p>Signature</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		Sep 17, 2021
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p> <p>Date</p>

# 1000367582 - 2022010652 - TA (002)

Final Audit Report

2021-09-17

Created:	2021-09-17
By:	
Status:	Signed
Transaction ID:	CBJCHBCAABAAMeb42bwowsa5hvkTfkIVYBWS907vTyIN

## "1000367582 - 2022010652 - TA (002)" History



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Email viewed by

2021-09-17 - 5:59:30 PM GMT-



Document e-signed by :

Signature Date: 2021-09-17 - 5:59:45 PM GMT - Time Source: server-



Agreement completed.

2021-09-17 - 5:59:45 PM GMT



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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :

**47419-A211212/ 47419-211212/001/EL**

Contractor Name / Nom du Contracteur : **Experis / Veritaaq**

Response required  
by

Task Authorization (TA) No.

Commitment No.

Financial Coding

Date of Issuance

Réponse requise

N° de l'autorisation de tâches (AT) :

N° de l'engagement :

Code financier :

Date d'émission :

d'ici le :

<b>2022010654</b>	<b>1000367583</b>	<b>1910-200-30</b>	<b>13-Aug-2021</b>	<b>20-Aug-2021</b>
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## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

**1**

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
<b>Project Manager Level 3</b>		<b>English Essential</b>	<b>Level II (Secret)</b>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**20-Sep-2021**

Initial End Date / Date de fin initiale :

**22-Jul-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage

**NIL**

Work Location(s) / Lieu(x) de travail :

**Contractor Facilities or 333 North River Road**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Project Manager Level 3					\$196,350.00
Estimated Cost / Coût estimatif					\$196,350.00
Applicable Taxes					\$25,525.50
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$221,875.50
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input checked="" type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Denis Normand</p>		<p>2021-08-05</p>	
<p>Name of Technical Authority / Nom de l'autorité techn. _____ Date</p> <p><b>NORMAND DENIS</b> Digitally signed by NORMAND DENIS Date: 2021.08.13 13:44:07 -04'00'</p> <p>Signature _____</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante _____ Date</p> <p>Signature _____</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p> <p>_____ Date _____</p>			
<p>Signature _____</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature _____ Date <b>Sep 17, 2021</b></p>	
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# 1000367583 - 2022010654 - TA (002)

Final Audit Report

2021-09-17

Created:	2021-09-17
By:	
Status:	Signed
Transaction ID:	CBJCHBCAABAAvz8I_FpzwygoliKpV-P6gJfccQ3vQajd

## "1000367583 - 2022010654 - TA (002)" History



Document created

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Email viewed by

2021-09-17 - 5:59:05 PM GMT-



Document e-signed by

Signature Date: 2021-09-17 - 5:59:20 PM GMT - Time Source: server-



Agreement completed.

2021-09-17 - 5:59:20 PM GMT



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Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :

**47419-B211212 / 47419-211212/002/EL**

Contractor Name / Nom du Contracteur : **SI Systems**

Task Authorization (TA) No.

N° de l'autorisation de tâches (AT) :

Commitment No.

N° de l'engagement :

Financial Coding

Code financier :

Date of Issuance

Date d'émission :

Response required

by

Réponse requise

d'ici le :

2022010656	1000367588	1910-200-30		2021-08-13	2021-08-20
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### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

N/A

Reason for the Amendment / Raison pour la modification :

N/A

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

1

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect, Legacy, Level 3		English Essential	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**20-Sep-2021**

Initial End Date / Date de fin initiale :

**22-Jul-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage

n/a

Work Location(s) / Lieu(x) de travail :

Contractor Facilities or 333 North River Road

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect (Legacy) Level 3					\$214,600.00
					\$0.00
Estimated Cost / Coût estimatif					<b>\$214,600.00</b>
Applicable Taxes					<b>\$27,898.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$242,498.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input checked="" type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Denis Normand</p> <p>2021-08-05</p>			
<p>Name of Technical Authority / Nom de l'autorité techr</p> <p><b>NORMAND DENIS</b></p> <p>Digitally signed by NORMAND DENIS Date: 2021.08.13 13:24:20 -04'00'</p> <p>Signature</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p> <p>Signature</p>		<p>Date</p>	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>9/17/2021</p> <p>Date</p>
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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :

**47419-B211212 / 47419-211212/002/EL**

Contractor Name / Nom du Contracteur : **SI Systems**

Task Authorization (TA) No.

N° de l'autorisation de tâches (AT) :

Commitment No.

N° de l'engagement :

Financial Coding

Code financier :

Date of Issuance

Date d'émission :

Response required

by

Réponse requise

d'ici le :

2022010659

1000367589

1910-200-30

2021-08-13

2021-08-20

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

N/A

Reason for the Amendment / Raison pour la modification :

N/A

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

1

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect, Legacy, Level 3		English Essential	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**20-Sep-2021**

Initial End Date / Date de fin initiale :

**22-Jul-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage n/a

Work Location(s) / Lieu(x) de travail :

Contractor Facilities or 333 North River Road

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)



Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect (Legacy) Level 3					\$214,600.00
					\$0.00
Estimated Cost / Coût estimatif					\$214,600.00
Applicable Taxes					\$27,898.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$242,498.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input checked="" type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Denis Normand 2021-08-05</p>			
<p>Name of Technical Authority / Nom de l'autorité techr Date</p> <p><b>NORMAND</b> Digitally signed by <b>DENIS</b> NORMAND DENIS Date: 2021.08.13 14:00:22 -04'00'</p> <p>Signature</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante Date</p> <p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p> <p>Signature</p>		<p>Date</p>	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>		<p>9/17/2021 Date</p>	
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# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-206529 001 EL		
Contractor Name / Nom du Contracteur :		Dalian Enterprises and Coradix Technology Consulting, in Joint Venture		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022009672 2022010861	1000367019	190810070, 2001, 30700	2021-09-09	2021-09-09

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification:

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect Level 3		English Essential	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>		7
Initial Start Date / Date de début initiale :	Sept. 09, 2021	Initial End Date / Date de fin initiale : Aug. 19, 2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):		
<input checked="" type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale		
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut	
	<input type="radio"/> In Effect / en vigueur	
Travel Requirement(s) / Exigence(s) de voyage : None		

Work Location(s) / Lieu(x) de travail : Remote

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect Level 3					\$199 440,00
Estimated Cost / Coût estimatif					<b>\$199 440,00</b>
				HST	\$25 927,20
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$225 367,20</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Name of Technical Authority / Nom de l'autorité technique</p> <p><b>YOUNG</b> <b>MEGAN</b></p> <p>Signature</p>	<p>Date</p> <p>Digitally signed by YOUNG MEGAN Date: 2021.09.02 13:58:00 -04'00'</p>	<p>Name of Contracting Authority / Nom de l'autorité contractante</p> <p><b>DECARIE</b> <b>OLIVIER</b></p> <p>Signature</p>	<p>Date</p> <p><b>Je suis l'auteur du document</b> <b>09-09-2021 11:07:51</b></p>
<p>[If applicable, insert the following] Name of the representative from (insert the Department name) [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de (insérer le nom du Ministère)</p> <p>Signature</p>		<p>Date</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Date</p>
--	--	------------------	-------------



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-B211212				
Contractor Name / Nom du Contracteur :	S.I. Systems				
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :	
2022010869	1000366640	191020030/2001/30700	Sep 9, 2021		

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
47419-B211212_TAL3_Development Centre Specialist_001	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached/voir ci-joint
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### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	Sep 9, 2021	Initial End Date / Date de fin initiale :	July 22, 2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Travel Requirement(s) / Exigence(s) de voyage :	N/A		
Work Location(s) / Lieu(x) de travail :	355 North River Road or contractor facilities		

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TACHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Tech. Architect - Development Centre Specialist	3				<div>+ -</div>

## B. Estimated Cost / Cout estimatif

Category / Categorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Cout estimatif
Tech. Architect - Development Centre Specialist	3			\$218,500.00
Estimated Cost / Cout estimatif				\$218,500
Total Estimated Travel and Living Cost / Cout total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquees	13.000	Applicable Taxes / Taxes applicables		\$28,405.00
Total Estimated Cost / Cout total estimatif				\$246,905.00

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. The client's authorization limit is \$250,000. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorise et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Denis Normand

Name of Authorized Client / Nom du client autorisé  
**NORMAND**  
Digitally signed by NORMAND DENIS  
Date: 2021.09.17 12:37:59 -04'00'

Name of Contracting Authority / Nom de l'autorité contractante  
**BLAIS**  
Digitally signed by BLAIS PATRICE  
Reason: I am approving this document  
Date: 2021-11-12 11:25:27

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-B211212			
Contractor Name / Nom du Contracteur :	S.I. Systems			
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022010872	1000366641	191020030/2001/30700	Sep 9, 2021	

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Development Centre Specialist	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached/voir ci-joint

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	Sep 9, 2021	Initial End Date / Date de fin initiale :	July 22, 2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Travel Requirement(s) / Exigence(s) de voyage :	N/A		
Work Location(s) / Lieu(x) de travail :	355 North River Road or contractor facilities		

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TACHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Tech. Architect - Development Centre Specialist	3				<div>+ -</div>

## B. Estimated Cost / Cout estimatif

Category / Categorie	Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Cout estimatif
Tech. Architect - Developement Centre Specialist	3			\$218,500.00
Estimated Cost / Cout estimatif				\$218,500.00
Total Estimated Travel and Living Cost / Cout total estimatif de voyage et de vie				\$0.00
Taxe % applied / % de taxes appliquees	13.000	Applicable Taxes / Taxes applicables		\$28,405.00
Total Estimated Cost / Cout total estimatif				\$246,905.00

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. The client's authorization limit is \$250,000. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorise et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Denis Normand

Name of Authorized Client / Nom du client autorisé Date

NORMAND

Digitally signed by  
NORMAND DENIS

Date: 2021.09.17 12:39:29  
-04'00'

Signature  
DENIS

Name of Contracting Authority / Nom de l'autorité contractante Date

BLAIS  
PATRICE

Digitally signed by BLAIS  
PATRICE

Reason: I am approving this  
document  
Date: 2021-11-12 11:30:01

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

## PART 1 (completed by the Technical/Project Authority) / PARTIE 1 (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47419-B211212			
Contractor Name / Nom du Contracteur :	S.I. Systems			
Task Authorization (TA) No. / N° de l'autorisation de tâches (AT) :	Commitment No. / N° de l'engagement :	Financial Coding / Code financier :	Date of Issuance / Date d'émission :	Response required by / Réponse requise par :
2022010886	1000367587	191020030/2001/30700	Sep 9, 2021	

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category / Catégorie	Level / Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis	
Tech. Architect - Legacy Systems	3		English / Anglais	Secret	<div>+ -</div>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached/voir ci-joint
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### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	Sep 9, 2021	Initial End Date / Date de fin initiale :	July 22, 2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification) :			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Travel Requirement(s) / Exigence(s) de voyage :	N/A		
Work Location(s) / Lieu(x) de travail :	355 North River Road or contractor facilities		

## PART 2 (completed by the Contractor and/or the Technical/Project Authority) / PARTIE 2 (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### A. Contractor Resource(s) / Ressource(s) du Contracteur

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT.





# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TACHES

Name / Nom	Category / Catégorie	Level / Niveau	Linguistic Profile / Profil linguistique	Level of Security / Niveau de sécurité	PWGSC Security File No. / N° du dossier de sécurité TPSGC	
	Tech. Architect - Legacy Systems	3				<div>+ -</div>

## B. Estimated Cost / Cout estimatif

Category / Categorie		Level / Niveau	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Cost / Cout estimatif
<div><div>+</div><div>-</div></div>	Tech. Architect - Legacy Systems	3			\$212,750.00
Estimated Cost / Cout estimatif					\$212,750.00
Total Estimated Travel and Living Cost / Cout total estimatif de voyage et de vie					\$0.00
Taxe % applied / % de taxes appliquees		13.000	Applicable Taxes / Taxes applicables		\$27,657.50
Total Estimated Cost / Cout total estimatif					\$240,407.50

## PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract. The client's authorization limit is \$250,000. When the value of a TA and its amendments (including GST/HST) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorise et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat. La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (incluant la TPS/TVH) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Denis Normand

Name of Authorized Client / Nom du client autorisé  
**NORMAND**  
Digitally signed by NORMAND DENIS  
Date: 2021.09.17 12:40:00 -04'00'

Name of Contracting Authority / Nom de l'autorité contractante  
**BLAIS PATRICE**  
Digitally signed by BLAIS PATRICE  
Reason: I am approving this document  
Date: 2021-11-12 11:34:55

## PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
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# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47060-197627-004		
Contractor Name / Nom du Contracteur :		Dalian		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022010916	1000367438	1815 200 30	2021-08-24	2021-08-30

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Database Modeller/IM Modeller (Data Architect) Level 3		English	Secret
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

Period of Services / Période de service:	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
21-Sep-2021	31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
n/a	
Work Location(s) / Lieu(x) de travail :	
Vanier Towers, 333 North River Road	Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Database Modeller					\$157,125.00
Estimated Cost / Coût estimatif					\$157,125.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$20,426.25

Total Estimated Cost / Coût total estimatif			\$177,551.25
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.  The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.  La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Digitally signed by CARR JEFFREY Date: 2021.08.24 08:37:20 -04'00'			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC		Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-20 09:17:50 Foxit PhantomPDF Version: 10.0.1	
Signature			

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

		9/20/2021
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)


<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-A211212		
Contractor Name / Nom du Contracteur :				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
202201091	100036702	1910-200-30	2021-09-01	

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager, Level 3		English Essential	Level II (Secret)
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	03-Sep-2021
Initial End Date / Date de fin initiale :	22-Jul-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage	
NIL	
Work Location(s) / Lieu(x) de travail :	Contractor Facilities or 333 North River Road

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$196,350.00
					\$0.00
Estimated Cost / Coût estimatif					<b>\$196,350.00</b>
Applicable Taxes					<b>\$25,525.51 \$0.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					<b>\$196,350.00</b> <del>\$221,875.51</del>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/> 

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Denis Normand 2021-09-06</p>			
<p>Name of Technical Authority / Nom de l'autorité techn. Date</p> <p><b>NORMAND DENIS</b> Digitally signed by NORMAND DENIS Date: 2021.09.06 07:28:55 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante Date</p>	
<p>Signature</p> <p>Denis Normand 2021-09-06</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p> <p><b>NORMAND DENIS</b> Digitally signed by NORMAND DENIS Date: 2021.09.06 07:29:15 -04'00'</p>			
<p>Signature</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Sep 16, 2021</p> <p>Date</p>
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# 1000367020 - 2022010918 - 47419-A211212 - TA with tax

Final Audit Report

2021-09-16


Created:	2021-09-16
By:	
Status:	Signed
Transaction ID:	CBJCHBCAABAA_iLT6JRIB890DmYmxwp-QAusfbxzhSj


## "1000367020 - 2022010918 - 47419-A211212 - TA with tax" History


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for signature

 Email viewed by  
2021-09-16 - 3:37:42 PM GMT-

 Document e-signed by  
Signature Date: 2021-09-16 - 3:38:03 PM GMT - Time Source: server-

 Agreement completed.  
2021-09-16 - 3:38:03 PM GMT



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>					
Contract Number / Numéro du contrat :		47419-A211212			
Contractor Name / Nom du Contracteur :					
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :	
202201093	1000367021	1910-200-30	13-Aug-2021	August 20, 2021	

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)		1	
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English Essential	Level II (Secret)
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	03-Sep-2021
Initial End Date / Date de fin initiale :	22-Jul-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage	
NIL	
Work Location(s) / Lieu(x) de travail :	Contractor Facilities or 333 North River Road

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$196,350.00
					\$0.00
Estimated Cost / Coût estimatif					<b>\$196,350.00</b>
Applicable Taxes					<b>\$25,525.5</b> <b>\$0.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					<b>\$196,350.00</b> \$221,875.50
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/> SH

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation</p>	
<p>Denis Normand 2021-08-05</p>			
<p>Name of Technical Authority / Nom de l'autorité techn. Date</p> <p><b>NORMAND DENIS</b> Digitally signed by NORMAND DENIS Date: 2021.09.06 07:45:15 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante Date</p>	
<p>Signature</p> <p>Denis Normand 2021-08-05</p>		<p>Signature</p>	
<p>Name of the representative from Canada Border Services Agency Nom du représentant de l'Agence des services frontaliers du Canada</p> <p><b>NORMAND DENIS</b> Digitally signed by NORMAND DENIS Date: 2021.09.06 07:45:31 -04'00'</p>			
<p>Signature</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Date</p> <p>Sep 16, 2021</p>
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# 1000367021 - 2022010933 - TA with tax

Final Audit Report

2021-09-16

Created:	2021-09-16
By:	
Status:	Signed
Transaction ID:	CBJCHBCAABAAZ7QWoDte3_b5NnYsbutluAetK3atbLKj

## "1000367021 - 2022010933 - TA with tax" History



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2021-09-16 - 4:12:23 PM GMT

for signature



Email viewed by

2021-09-16 - 5:12:40 PM GMT-



Document e-signed by

Signature Date: 2021-09-16 - 5:13:02 PM GMT - Time Source: server-



Agreement completed.

2021-09-16 - 5:13:02 PM GMT



Adobe Sign



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complète par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-192246/002/EL		
Contractor Name / Nom du Contracteur :		TPG Technology Consulting Ltd		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022010946	1000367433	1911-100-40	2021-09-09	15-Sep-2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Change Management Consultant - Level 3		English / Anglais	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

20-Sep-2021

Initial End Date / Date de fin initiale :

04-Jul-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☒ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
04-Jul-2023	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complète par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Change Management Consultant - L3					\$139,050.00
					\$0.00

Total Estimated Cost / Coût total estimatif			\$139,050.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Vikki McMurren

Name of Authorized Client / Nom du client autorisé	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
<b>GERMANO FRANCO</b> <small>Digitally signed by GERMANO FRANCO DN: cn=GERMANO FRANCO, o=PWGSC, ou=GERMANO FRANCO, email=GERMANO.FRANCO@TPSGC.GOV.CA, c=CA Reason: I am the author of this document Location: your signing location here Date: 2021.09.28 09:20:01 Foxit Reader/Adobe Reader 10.0.1</small>		<b>c775b596-e309-44ba-b3f7-630caf8e0fea</b> <small>Digitally signed by c775b596-e309-44ba-b3f7-630caf8e0fea DN: cn=c775b596-e309-44ba-b3f7-630caf8e0fea, o=PWGSC, ou=GERMANO FRANCO, email=GERMANO.FRANCO@TPSGC.GOV.CA, c=CA Reason: I am the author of this document Location: your signing location here Date: 2021.09.28 09:20:01 Foxit Reader/Adobe Reader 10.0.1</small>	
Signature		Signature	


Vikki McMurren

Representative from the Strategic Procurement  
Division (SPD)

Signature  
c775b596-e309-44ba-b3f7-630caf8e0fea

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date
		Sep 28, 2021

 <b>Canada Border Services Agency</b> <b>Agence des services frontaliers du Canada</b>			<b>Task Authorization</b> <b>commande services</b>			Page <b>1 / 3</b>					
To: - A : <b>TPG Technology Consulting Ltd</b> <b>887 RICHMOND RD, 100</b> <b>OTTAWA ON K2A 0G8</b>			Contact - Personne-ressource <b>VIKKI MC MURREN</b> <b>CANADA BORDER SERVICES AGE</b> <b>FINANCE &amp; ADMINISTRATION DIVI</b> <b>2500 OUELLETTE AVE</b> <b>WINDSOR ON N9A 7K3</b>		Standing offer No. - N° d'offre permanente <b>47419-192246/002/EL</b>		Validity Period - Période de validité (D/M/Y J/M/A) From - De: <b>20/09/2021</b> To - À: <b>04/07/2022</b>		Order No. N° de la demande <b>2022010946</b>		
					Amendment Date/ Time Date de la modification/ Temps		Previous Value - Valeur précédente		Order date Date de la demande (D/M/Y J/M/A) <b>09/09/2021</b>		
Vendor No. - N° du fournisseur <b>118977</b>		Tel. No - N° du Tél. <b>613-798-7647</b>		Fax. No. - N° de télécop. <b>613-798-7326</b>		Tel. No - N° du Tél.* <b>5196135715</b>		Fax. No. - N° de télécop.		Inc./Dec. - Aug./Dim.	
					Revised value - Montant révisé		Date required Demandé pour le (D/M/Y J/M/A)				
Item No. Article n°		Description Description				U of I U de D		Quantity Quantité		Unit Price Prix unitaire	
										Ext.Price Prix prévu	
<b>00010</b>		<b>-Comm Omni CMC L3 070921+310322</b> Delivery date 31/03/2022 (D/M/Y - J/M/Y)  <b>Service Line 10 Details:</b> Comm Omni CMC L3 070921+310322				<b>SU</b>				<b>96,525.00</b>	
<b>00020</b>		<b>-Comm Omni CMC L3 010422+040722</b> Delivery date 04/07/2022 (D/M/Y - J/M/Y)  <b>Service Line 10 Details:</b> Comm Omni CMC L3 010422+040722				<b>SU</b>				<b>42,525.00</b>	
Delivery Address - Adresse de livraison (UNLESS SPECIFIED DIFFERENTLY ABOVE - SAUF INDICATION CONTRAIRE) <b>CBSA/ASFC</b> <b>Program</b> <b>Tower A</b> <b>355 NORTH RIVER RD, 14th floor</b> <b>OTTAWA ON K1A 0L8</b>			Invoicing address - Adresse de facturation Invoices - Original and two copies are to be made out and sent to Factures - Remplir et envoyer l'original et deux copies à <b>Vendors-fournisseurs@cbsa-asfc.gc.ca</b> <b>National Invoice Reception Unit/</b> <b>Unité nationale de réception de factures</b> <b>2e étage</b> <b>105 RUE MCGILL, #260-01</b> <b>MONTRÉAL QC H2Y 2E7</b>			FOB - FAB			Amount - Montant <b>CAD</b> <b>139,050.00</b>		
						Terms of payment - Modalités de paiement <b>Net 30 days Direct Deposit</b>			T. taxes - T. taxes <b>CAD</b> <b>18,076.50</b>		
									T.Amount - Montant T. <b>CAD</b> <b>157,126.50</b>		
<p align="center"><b>Your proposal is accepted</b></p> <p>to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.</p> <p align="center"><b>Nous acceptons votre proposition</b></p> <p>de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).</p>						Signed for the Commissioner by/Signé pour le Commissaire par:  <hr/> Name (please print)/Nom (en lettres majuscules)  <hr/> Position title/Titre du poste  <hr/> Signature Date(D/M/Y - J/M/A)					

HEADER INFORMATION/INFORMATION DE L'ENTÊTE

Cost Centre Manager Name: DIANA ANNETT

Technical Authority Name: Neil Armstrong

Contracting Officer Name: Vikki McMurren

1. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Services and Procurement Canada.

2. General Conditions

2029 (2013-04-25) General Conditions - Goods or Services (Low Dollar Value) apply to and form part of the Contract.

1. Clauses et conditions uniformisées

Toutes les clauses et conditions identifiées dans le contrat par un numéro, une date et un titre sont reproduites dans le Guide des Clauses et conditions uniformisées d'achat (<https://achatsetventes.gc.ca/politiques-et-lignes-directrices/guide-des-clauses-et-conditions-uniformisees-d-achat>) publié par Services publics et Approvisionnement Canada.

2. Conditions générales

2029 (2013-04-25) Conditions générales - biens ou services (faible valeur) s'appliquent au contrat et en font partie intégrante.



Task Authorization  
commande services

Order No.  
N° de la demande  
**2022010946**

Page  
**3 / 3**

Section 2

Requirement Definition

Section 3

Terms of Payment

Section 4

Other Terms and Conditions

APPENDICES

**Purchasing Office - Bureau des achats:**  
 Informatics Professional Services - EL  
 Division/Services professionnels en  
 informatique - division EL  
 Terrasses de la Chaudière 4th Floor  
 10 Wellington Street  
 Gatineau  
 Québec  
 K1A 0S5

CONTRACT - CONTRAT

Your proposal is accepted to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.

Nous acceptons votre proposition de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du fournisseur/de l'entrepreneur**  
 130089535PG0001  
 TPG Technology Consulting Ltd.  
 887 Richmond Road, Suite 100  
 Ottawa  
 Ontario  
 K2A0G8  
 Canada

<b>Title - Sujet</b> TBIPS - Commercial Portfolio Direct	
<b>Contract No. - N° du contrat</b> 47419-192246/002/EL	<b>Date</b> 2019-07-05
<b>Client Reference No. - N° de référence du client</b> 47419-192246	
<b>Requisition No. - N° de la demande</b> 47419-192246	
<b>File No. - N° de dossier</b> 632el.47419-192246	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s)</b> <b>Code(s) financier(s)</b> Cost Center: 1980-400-00 Fund:2001  PI: 10500	
<div> <div> <b>GST/HST</b>  <b>TPS/TVH</b> </div> <div> <input type="checkbox"/>   <input type="checkbox"/> </div> </div>	
<b>F.O.B. - F.A.B.</b> Other - Autre Specified herein - Précisé dans les présentes	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> CANADA BORDER SERVICES AGENCY NC Region Ottawa Ontario K1A 0L5 Canada	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Lapalme, Francis	<b>Buyer Id - Id de l'acheteur</b> 632el
<b>Telephone No. - N° de téléphone</b> (613) 858-9912 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$3,156,685.31	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b> <div> <div>Lapalme, Francis</div> <div>           Digitally signed by Lapalme, Francis            Date: 2019.07.05 10:29:28 -04'00'         </div> </div>	

Contract Number:  
47419-192246/002/EL

Amendment Number:

Buyer ID:  
632EL

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## **CONTRACT**

**FOR**

**FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES  
(TBIPS)**

**FOR**

**VARIOUS INFORMATICS PROFESSIONAL RESOURCE CATEGORIES  
(SEE HEREIN)**

**REQUESTED BY**

**THE CANADA BORDER SERVICES AGENCY (CBSA)**

***THIS DOCUMENT CONTAINS SECURITY REQUIREMENTS***



Contract Number:  
 47419-192246/002/EL

Amendment Number:

Buyer ID:  
 632EL

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Contract Number:  
47419-192246/002/EL

Amendment Number:

Buyer ID:  
632EL

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**List of Annexes to the Resulting Contract:**

Annex A - Statement of Work

Appendix A to Annex A - Tasking Assessment Procedure

Appendix B to Annex A - Task Authorization (TA) Form

Appendix C to Annex A - Resources Assessment Criteria and Response Table

Appendix D to Annex A - Certifications at the TA stage

Annex B – Basis of Payment

Annex C - Security Requirements Check List

Contract Number:  
 47419-192246/002/EL

Amendment Number:

Buyer ID:  
 632EL

## 1. Requirement

- (a) TPG Technology Consulting Ltd. (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

## 2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
  - (iii) Canada will send the first TA to the first ranked Contractor and the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.
  - (iv) The Contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded

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to the next-ranked Contractor. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.

- (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractors.
- (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (viii) Any of the contractors may advise the Technical Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under one or more TAs issued under this series of contracts, and no draft TA will be sent to that contractor until that contractor has given notice in writing to the Technical Authority and the Contracting Authority that it is again available to perform additional tasks.
- (ix) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
  - (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
  - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
    - (A) the task number;
    - (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
    - (C) the categories of resources and the number required;
    - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
    - (E) the start and completion dates;
    - (F) any option(s) to extend initial end date (if applicable);
    - (G) milestone dates for deliverables and payments (if applicable);
    - (H) the number of person-days of effort required;
    - (I) whether the work requires on-site activities and the location;
    - (J) the language profile of the resources required;

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- (K) the level of security clearance required of resources;
  - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
  - (M) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 5 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
 To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$250,000 (excluding Applicable Taxes), the TA must be signed by:
    - (A) the Technical Authority; and
    - (B) a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA.
  - (ii) for any TA with a value greater than this amount, a TA must be signed by:
    - (A) the Technical Authority;
    - (B) a representative from the Strategic Procurement and Material Management Division (SPMMD) of CBSA; and
    - (C) the Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

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(ii) The quarterly periods are defined as follows:

- (A) 1<sup>st</sup> quarter: April 1 to June 30;
- (B) 2<sup>nd</sup> quarter: July 1 to September 30;
- (C) 3<sup>rd</sup> quarter: October 1 to December 31; and
- (D) 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
- (B) a title or a brief description of each authorized task;
- (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
- (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
- (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- (F) the start and completion date for each authorized task; and
- (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):

- (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

(i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

### 3. Minimum Work Guarantee

(a) In this clause,

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- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
- (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
  - (i) for default;
  - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
  - (iii) for convenience within ten business days of Contract award.

#### 4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

- (i) 2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
  - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
  - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

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The following Supplemental General Conditions:

- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

## 5. Security Requirement

The following security requirements (Common PS SRCL #19 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement, applies to and forms part of the Contract.

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- (b) The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of RELIABILITY STATUS, CONFIDENTIAL or SECRET, granted or approved by CISD/PWGSC.
- (c) The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- (e) The Contractor must comply with the provisions of the:
  - (i) Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - (ii) Industrial Security Manual (Latest Edition).
- (f) Additional Security Requirement
  - (i) The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.
  - (ii) If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security - Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.
  - (iii) The credit check and fingerprinting\*, if required, will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian and International Industrial Security Directorate" (CIISD).
  - (iv) Until the credit check, fingerprinting\* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

\*Fees are applicable. Fingerprinting, if required, will be at the Contractor's cost.



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## 6. Contract Period

(a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

- (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends two years later; and
- (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

(b) **Option to Extend the Contract:**

- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three additional one-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

## 7. Authorities

(a) **Contracting Authority**

The Contracting Authority for the Contract is:

Name: Francis Lapalme  
 Title: A/Supply Team Leader  
 Organization: Public Works and Government Services Canada  
 Acquisitions Branch  
 Directorate: Professional Services Procurement Directorate  
 Address: 10 Wellington Street, Gatineau, Québec  
 Telephone: 613-858-9912  
 E-mail address: [francis.lapalme@tpsgc-pwgsc.gc.ca](mailto:francis.lapalme@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) **Technical Authority**

The Technical Authority for the Contract is:

Name: Franco Germano  
 Title: A/Director General, Commercial Portfolio Directorate  
 Organization: Canada Border Services Agency  
 Address: 333 North River Road, Ottawa, Ontario K1A 0L8  
 Telephone: 343-291-6147  
 E-mail address: [franco.germano@cbsa-asfc.gc.ca](mailto:franco.germano@cbsa-asfc.gc.ca)

In his absence, the Technical Authority for the Contract is:

Name: Martin Schilt  
 Title: A/Manager, Commercial Portfolio Directorate  
 Organization: Canada Border Services Agency  
 Address: 333 North River Road, Ottawa, Ontario K1A 0L8  
 Telephone: 343-291-5211  
 E-mail address: [martin.schilt@cbsa-asfc.gc.ca](mailto:martin.schilt@cbsa-asfc.gc.ca)

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The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) **Contractor's Representative**

Name:  
 Organization: TPG Technology Consulting Ltd.  
 Address: 887 Richmond Road, Suite 100, Ottawa, Ontario K2A 0G8  
 Telephone (w): 613-798-7647  
 Telephone (c): 613-796-8669  
 E-mail address:

**8. Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

**9. Payment**

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iv) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications

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described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.

(b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are excluded and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - (A) when it is 75 percent committed, or
  - (B) 4 months before the contract expiry date, or
  - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:

- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

(d) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and

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(iii) the Work delivered has been accepted by Canada.

(e) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument:

(i) Direct Deposit (Domestic and International);

(f) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(g) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**

(i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

(ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

**10. Invoicing Instructions**

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original of each invoice to the Technical Authority, and a copy to the Contracting Authority.

**11. Certifications and Additional Information**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

**12. Federal Contractors Program for Employment Equity - Default by Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

**13. Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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#### 14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
  - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
  - (ii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2018-06-21), Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows:
  - (i) Appendix A to Annex A - Tasking Assessment Procedure;
  - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
  - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
  - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated January 25, 2019.

#### 15. Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2016-06-16) Foreign Nationals (Canadian Contractor)

#### 16. Insurance Requirements

- (a) **Compliance with Insurance Requirements**
  - (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
  - (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
  - (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the

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time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) **Commercial General Liability Insurance**

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
  - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
  - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
  - (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
  - (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
  - (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
  - (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
  - (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
  - (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
  - (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
  - (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

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(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:  
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

**17. Limitation of Liability - Information Management/Information Technology**

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
  - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
    - (B) physical injury, including death.
  - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
  - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
  - (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
  - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:

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- (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
- (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.

- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

**18. Professional Services - General**

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies



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available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

**Replacement of Specific Individuals**

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
- (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
  - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

**19. Safeguarding Electronic Media**

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify

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Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

## 20. Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

## 21. Access to Canada's Property and Facilities

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

## 22. Government Property

Canada agrees to supply the Contractor with the items listed in article 6. **Client Support** of the Statement of Work. The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

## 23. Transition Services at End of Contract Period

The Contractor agrees to execute the transition tasks identified within the Task Authorizations (if applicable), in the period leading up to the end of the Contract Period, and it will make all reasonable efforts to assist Canada in the transition from the Contractor to a new contract with another supplier.

## 24. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

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- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

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**ANNEX A**  
**STATEMENT OF WORK**

**(SEE ATTACHED DOCUMENT)**

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## APPENDIX A TO ANNEX A

### TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 5 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
  - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
  - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
  - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be

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considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

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**APPENDIX B TO ANNEX A  
TASK AUTHORIZATION FORM**

**(SEE ATTACHED DOCUMENT)**

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**APPENDIX C TO ANNEX A**  
**RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE**

**(SEE ATTACHED DOCUMENT)**



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## APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

### 1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

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#### 4. CERTIFICATION OF LANGUAGE - English

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

#### 5. NON-DISCLOSURE AGREEMENT

I, \_\_\_\_\_ (name of proposed resource), recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_ (name of contractor), I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. \_\_\_\_\_ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and Canada Border Services Agency, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

\_\_\_\_\_.

\_\_\_\_\_  
 Print name of proposed resource & sign above

\_\_\_\_\_  
 Date

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## ANNEX B BASIS OF PAYMENT

### 1. Professional Services

In accordance with the Contract, the Contractor will be paid the following firm all-inclusive per diem rates for work performed pursuant to this Contract, Applicable Taxes extra.

INITIAL CONTRACT PERIOD (2 YEARS)		
Resource Category	Level of Expertise	Firm Per Diem Rate
Project Manager	LEVEL 3	
Application/Software Architect	LEVEL 3	
Business Architect	LEVEL 3	
Business Consultant	LEVEL 3	
Business Transformation Architect	LEVEL 3	
Project Executive	LEVEL 3	
Business Analyst	LEVEL 1	
Business Analyst	LEVEL 2	
Business Analyst	LEVEL 3	
Business System Analyst	LEVEL 2	
Business System Analyst	LEVEL 3	
Change Management Consultant	LEVEL 3	
Tester	LEVEL 2	
Tester	LEVEL 3	

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OPTION YEAR 1 (1 YEAR)		
Resource Category	Level of Expertise	Firm Per Diem Rate
Project Manager	LEVEL 3	
Application/Software Architect	LEVEL 3	
Business Architect	LEVEL 3	
Business Consultant	LEVEL 3	
Business Transformation Architect	LEVEL 3	
Project Executive	LEVEL 3	
Business Analyst	LEVEL 1	
Business Analyst	LEVEL 2	
Business Analyst	LEVEL 3	
Business System Analyst	LEVEL 2	
Business System Analyst	LEVEL 3	
Change Management Consultant	LEVEL 3	
Tester	LEVEL 2	
Tester	LEVEL 3	

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OPTION YEAR 2 (1 YEAR)		
Resource Category	Level of Expertise	Firm Per Diem Rate
Project Manager	LEVEL 3	
Application/Software Architect	LEVEL 3	
Business Architect	LEVEL 3	
Business Consultant	LEVEL 3	
Business Transformation Architect	LEVEL 3	
Project Executive	LEVEL 3	
Business Analyst	LEVEL 1	
Business Analyst	LEVEL 2	
Business Analyst	LEVEL 3	
Business System Analyst	LEVEL 2	
Business System Analyst	LEVEL 3	
Change Management Consultant	LEVEL 3	
Tester	LEVEL 2	
Tester	LEVEL 3	

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OPTION YEAR 3 (1 YEAR)		
Resource Category	Level of Expertise	Firm Per Diem Rate
Project Manager	LEVEL 3	
Application/Software Architect	LEVEL 3	
Business Architect	LEVEL 3	
Business Consultant	LEVEL 3	
Business Transformation Architect	LEVEL 3	
Project Executive	LEVEL 3	
Business Analyst	LEVEL 1	
Business Analyst	LEVEL 2	
Business Analyst	LEVEL 3	
Business System Analyst	LEVEL 2	
Business System Analyst	LEVEL 3	
Change Management Consultant	LEVEL 3	
Tester	LEVEL 2	
Tester	LEVEL 3	

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**ANNEX C**  
**SECURITY REQUIREMENTS CHECK LIST**

**(SEE ATTACHED DOCUMENT)**

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# Annex A

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## Statement of Work



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## 1. TITLE

Canada Border Services Agency (CBSA) requires Informatics Professional Services resources, on an as-and-when-requested basis, to perform various functions within the Commercial Portfolio Directorate (CPD).

## 2. BACKGROUND

The Commercial Portfolio Directorate is responsible for enabling effective and efficient border management through the design, development, implementation, and delivery of large business transformation projects.

The Directorate manages projects according to project lifecycle processes which include the drafting of project charters and plans, and reporting against those plans to ensure adherence to program and business direction and scope of the project. Further, the Directorate's project teams ensure that issue, change and risk management and other required plans and strategies for the project are both articulated and managed.

The Directorate is also responsible for providing services related to the introduction, management (financial, project, etc.), modernization and monitoring of existing and new commercial IT-enabled services, working within the CBSA applicable frameworks.

The Directorate must also ensure that interfaces with Information Technology (IT) application development, architectural and infrastructure specialists are seamless so that IT components can be successfully implemented and released into production in support of projects and services.

The Directorate is also responsible for completing business transformation activities, delivering program and policy requirements through consultations with internal and external stakeholders, and providing business requirements definition, training packages, operational procedures and implementation guidelines for Headquarters, field staff and the trade community.

The Directorate delivers products and services to inform, on-board and provide operational support to clients. To do this, the Directorate offers communication and outreach activities, conducts system testing and onboarding of clients to the CBSA's technical environment and delivers service support offerings (including some 24/7 services) through multiple channels to assist both internal and external clients with real-time technical and processing issues.

## 3. OBJECTIVES

The CBSA uses a service-centric model to design, develop, operate, maintain and enhance services in support of the CBSA's mission and objectives.

IT Enabled Business Support Services for the Commercial portfolio directly support delivery of the CBSA Commercial Program services or functions.

Currently, Commercial Portfolio Support Services includes the following services:

- **Commercial Data Acquisition and Notification Service [CDANS]**
  - This service provides: import and in transit related electronic trade data acquired from importers, carriers, freight forwarders, warehouse operators, brokers and Canada

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Post and export-related electronic trade data acquisition from exporters, carriers, freight forwards, brokers and Statistic Canada.

- **Commercial Import/Export Determination Service [CIEDS]**
  - This service supports the determination of admissibility of commercial goods, conveyances and equipment when they arrive in Canada and the control of goods when they leave Canada.
  - This service contributes to the decision to admit the goods into Canada which can take one of the following forms:
    - Goods released
    - Goods authorized to move (for temporary imports or shipments in transit) or,
    - Goods referred for further action
  - This service contributes to the decision to allow the export of goods from Canada to:
    - Control the export of strategic, dangerous, controlled or regulated goods;
    - Control the outbound movement of goods in transit through Canada; and
    - Verify the departure from Canada of currency in accordance with the Proceeds of Crime, Money Laundering and Terrorist Financing Act.
  - This includes support for import movements and goods as well as the requirements of Participating Government Agencies.
- **Commercial Risk Assessment Service [CRAS]**
  - This service supports the assessment of the risk related to the movement of commercial goods, conveyances and equipment prior to their release into Canada to identify threats to the health, safety, and security of Canada's population and the assessment of the risk related to strategic, dangerous or regulated goods that are being exported from Canada.
  - The output of the support service may contribute to a recommendation to examine the goods prior to loading (examination delegated to foreign authority), upon arrival to Canada, prior to release or prior to export.
- **Commercial Trusted Trader Program Membership Service [CTTPMS]**
  - This service provides support for the issuance and maintenance of memberships in Trusted Trader programs. Trusted Trader programs provide trade chain partners who are deemed to be low risk with facilitated border processing. Membership is based upon a standard risk assessment process during application and is subject to re-evaluation during the period of membership.
  - Included in this service is the management of FAST (Free and Secure Trade), CSA (Customs Self-Assessment), PIP (Partners in Protection), and CDRP (Commercial Driver Registration Program) memberships.
  - This service operates on a (partial) cost recovery basis. It uses Revenue Management services to collect and account for fees.
- **Revenue Management Service [RMS]**
  - This service consists of business capabilities that allow the CBSA to support the management and reporting of all tax and non-tax revenue collected by the CBSA either for the CBSA or on behalf of another government department or agency.
- **Trade Program Assessment and Compliance Service [TPACS]**
  - This service consists of a series of capabilities, processes, policies and systems enabling assessing and re-assessing revenue capabilities, including duties and taxes, penalties, interest charges, drawbacks, refunds and remissions, as well as reviews and recourse.
  - This service also identifies who a Commercial client is, their attributes, and how they interact with the CBSA.

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- It includes both inward-facing functionality needed for CBSA users and outward-facing functionality to allow commercial clients to enroll as a CBSA Trade Chain Partner in a centralized manner.

New services may be developed or enhanced and existing services may be transformed or disappear over time as the CBSA undertakes business modernization and transformation activities.

#### 4. SCOPE

The Contractor will provide following informatics professional services resource categories on an as and when requested basis for the purpose of supporting the CPD team in the planning, design, development, implementation and management and support of the Directorate's needs.

RESOURCE CATEGORY	LEVEL OF EXPERTISE
Application/Software Architect	3
Tester	2
Tester	3
Business Analyst	1
Business Analyst	2
Business Analyst	3
Business Architect	3
Business Consultant	3
Business System Analyst	2
Business System Analyst	3
Business Transformation Architect	3
Change Management Consultant	3
Project Executive	3
Project Manager	3

#### 5. TASKS

##### 5.1 APPLICATION/SOFTWARE ARCHITECT – LEVEL 3

The Application/Software Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Designing service, application and technical architectures either for high volume enterprise-wide systems or a major application area with national (country wide) implementation;
- Developing service, application and technical architecture frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- Developing architecture documentation including architecture release options and proposals, architecture design specifications, architecture strategies and architecture plans;
- Identifying the policies and requirements that drive out a particular solution;
- Analyzing and evaluating alternative technology solutions to meet business problems;
- Ensuring the integration of all aspects of technology solutions;
- Monitoring industry trends to ensure that solutions fit with government and industry directions for technology;
- Analyzing functional requirements to identify information, procedures and decision flows;

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- Evaluating existing procedures and methods, identifying and documenting database content, structure, and application sub-systems, and developing data dictionary;
- Defining and documenting interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- Defining input and output sources, including detailed plan for technical design phase, and obtaining approval of the system proposal;
- Identifying and documenting system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.;
- Ensuring consistency and integration with the organization's and government architectures and business strategies;
- Designing and developing service architecture transition states and future states to provide architecture direction and guidance to inform solutions architecture.
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;
- Recommending alternative solutions, methodologies and strategies; and
- Assisting in the prioritization and assignment of architectural improvements.

**Specialties could include but are not limited to:**

ActiveX	EbXML	Java	OLAP	Rose	SQL*Plus
ADS	ERWin	JavaScript	Oracle	RPG	SQL*Report
ASP	HML	JDBC	Oracle CASE	RUP	Sybase
BPWin	HTML	JSP	Oracle	SAP	TCP/IP
C++	IBM DB2	MIL-STD-498	Financials	SQL Server	Unisys DBII
CICS	IDMS	MS Access	Perl	SQL*DBA	Unix
Cold	Impromptu	MS SQL	PHP	SQL*Forms	Visual Basic
Fusion	IMS	.NET	PL/SQL	SQL*Menu	Visual C++
CORBA	Informix	Netron/CAP	PowerBuilder	SQL*Net	XML
Crystal	Ingres	ODBC	Rational		
Reports	J2EE				
Delphi					

## 5.2 TESTER - LEVEL 2

The Tester, Level 2, will be responsible for, but not limited to, doing the following:

- Testing, test planning and coordination;
- Supervision of testing in accordance with the plan;
- Management and monitoring of test plans for all levels of testing;
- Management of walkthroughs and reviews related to testing and implementation readiness;
- Status reporting;
- Development of test scenarios and test scripts;
- Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment;
- Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. for performance,

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- compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
- Establishing a validation and verification capability which assumes functional and performance compliance;
- Coordinating testing impacts (estimates) of new development, problem reports, and platform modifications for new releases; and
- Participating in workshops and client meetings.

### 5.3 TESTER - LEVEL 3

The Tester, Level 3, will be responsible for, but not limited to, doing the following:

- Testing, test planning and coordination;
- Supervision of testing in accordance with the plan;
- Management and monitoring of test plans for all levels of testing;
- Management of walkthroughs and reviews related to testing and implementation readiness;
- Status reporting;
- Development of test scenarios and test scripts;
- Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment;
- Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. for performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
- Establishing a validation and verification capability which assumes functional and performance compliance;
- Coordinating testing impacts and estimates of new development, problem reports, and platform modifications for new releases;
- Participating in workshops and client meetings;
- Becoming familiar with the projects by reviewing application systems, documentation such as Project Charters, Plans, Models, Prototypes, Business Use Cases (BUCs), and System Use Cases (SUCs); and
- Coaching and mentoring test teams or developers on testing methods, best practices and testing tools.

### 5.4 BUSINESS ANALYST – LEVEL 1

The Business Analyst, Level 1, will be responsible for, but not limited to, doing the following:

- Researching and documenting current state business processes and the supporting information systems;
- Contributing to project-related communications including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate;
- Coordinating meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, participating in group sessions and Joint Application Design (JAD) Sessions ;

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- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Delivering work products through the life cycle according to selected departmental methodologies;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers; and
- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents.

## 5.5 BUSINESS ANALYST – LEVEL 2

The Business Analyst, Level 2, will be responsible for, but not limited to, doing the following:

- Contributing to the assessment of the organization's capacity and capability to undertake and successfully deliver an initiative or a change;
- Researching and documenting current state business processes and the supporting information systems;
- Processing business problems into solutions or new opportunities and initiatives, and providing recommendations;
- Providing recommendations on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Conducting research and presenting findings through a variety of means including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate;
- Coordinating and leading meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Identifying and analyzing risks and issues, especially related to requirements;
- Contributing to measures to mitigate and control risks and issues;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, facilitating group sessions and facilitating Joint Application Design (JAD) Sessions;
- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Delivering work products through the life cycle according to selected departmental methodologies;
- Identifying the need for changes and amendments as appropriate to meet evolving business needs;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers;
- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents; and

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- Reviewing project management documentation including, but not limited to: project charters, plans, and schedules.

### 5.6 BUSINESS ANALYST – LEVEL 3

The Business Analyst, Level 3, will be responsible for, but not limited to, doing the following:

- Advising on the organization's capacity and capability to undertake and successfully deliver an initiative or a change;
- Researching and documenting current state business processes and the supporting information systems;
- Providing strategic advice on the transformation of business problems into solutions or new opportunities and initiatives;
- Delivering recommendations on a range of issues affecting the organization's ability to achieve the project's business objectives;
- Conducting research and presenting findings through a variety of means including, but not limited to: briefing notes, decision papers, discussion papers, and presentations;
- Adapting written and verbal communications to the audience as appropriate, up to and including senior management and executives;
- Leading meetings, documenting minutes, tracking decisions, and monitoring action items;
- Providing regular status reports and escalating concerns as appropriate;
- Identifying and analyzing risks and issues, especially related to requirements;
- Implementing and advising on measures to mitigate and control risks and issues;
- Eliciting business requirements from stakeholders using the most appropriate method for the circumstances; this may include conducting individual consultations, surveys, facilitating group sessions and facilitating Joint Application Design (JAD) Sessions;
- Critically evaluating information to identify gaps, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true business needs;
- Researching, documenting and illustrating process flows and diagrams;
- Documenting business needs, rules, requirements, and specifications;
- Maintaining traceability of business requirements;
- Ensuring that work products are delivered through the life cycle according to selected departmental methodologies;
- Monitoring project scope and identifying the need for changes and amendments as appropriate to meet evolving business needs;
- Providing support and subject-matter expertise to business and technical communities including, but not limited to: fellow business analysts, project sponsors, architects, systems analysts, software developers, and testers;
- Reviewing technical documentation including, but not limited to: systems use cases, systems specifications, and architecture documents;
- Reviewing and updating project management documentation including, but not limited to: project charters, plans, and schedules;
- Mentoring business analysts; and
- Ensuring comprehensive knowledge transfer.

### 5.7 BUSINESS ARCHITECT – LEVEL 3

The Business Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of



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computers, data, information, human resources, communication facilities, software and management responsibilities;

- Advising on the creation and implementation of commercial business processes;
- Developing business architecture to align organization with strategic objectives;
- Developing the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate;
- Creating presentations and use cases; consulting and presenting to various stakeholders, and facilitating meetings and discussions;
- Constant training and provisioning of guidance of CBSA staff who are working on service management or projects, which includes transfer of knowledge;
- Developing and coordinating policies, processes and systems related to commercial risk assessment, border passage processing, and collection and processing of advance reporting information in electronic and paperless communication methods;
- Performing mapping of World Custom Organization data model and the EDIFACT standards;
- Ensuring consistency and integration with the organization's and government architectures and business strategies;
- Evaluating the feasibility of the architecture and technologies related to a business change;
- Identifying risks associated with the architecture and technologies and recommending risk mitigation;
- Analyzing and recommending alternative solutions, methodologies and strategies;
- Assisting in the prioritization and assignment of architectural improvements; and
- Development of a service architectural strategy and plan.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP
- Qualiware
- Archimate
- BPMN

### 5.8 BUSINESS CONSULTANT – LEVEL 3

The Business Consultant, Level 3, will be responsible for, but not limited to, doing the following:

- Analyzing, evaluating, developing business processes (financial, operational, systems, etc.);
- Identifying organizational and project business opportunities for improvement and streamlining of business processes;
- Identifying, developing and evaluating critical success parameters, factors and performance measurements;
- Co-ordinating other stakeholders in development and implementation of business improvement processes and programs;
- Co-ordinating architecture documentation including architecture release options and proposals, architecture design specifications, architecture strategies and architecture plans;
- Analysis and development of architecture requirements design inventories and matrices, process identification and development, process mapping;
- Managing business requirements by translating business objectives into systems requirements;
- Managing interim state business requirements and business processes as the CBSA architecture, services and applications evolve from current state to its final end-state vision;
- Developing external client documentation – user guides and training manuals;

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- Developing practical and sound research methods for analyzing, planning and executing the evolution commercial services and applications;
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports or documents;
- Performing Strength, Weaknesses, Opportunities and Threats (SWOT) analysis;
- Developing and assisting with a test strategy for the emerging technologies and new initiatives or projects;
- Developing service application and project deployment plans and Release schedules; and
- Providing training, coaching and guidance to service management and project team; including the sharing of best practices and knowledge transfer.

#### 5.9 BUSINESS SYSTEM ANALYST – LEVEL 2

The Business System Analyst, Level 2, will be responsible for, but not limited to, doing the following:

- Writing a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;
- Performing business analysis of functional requirements to identify information, procedures, and decision flows;
- Documenting existing procedures and methods, identify and documents items such as database content, structure, application subsystems, and develop data dictionary;
- Documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- Analysis and development of business requirements inventories and matrices, business process identification and development, process mapping to business requirements and applications;
- Managing business requirements by translating business objectives into systems requirements;
- Preparing acceptance test criteria with client; and
- Supporting and using the selected departmental methodologies.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP

#### 5.10 BUSINESS SYSTEM ANALYST – LEVEL 3

The Business System Analyst, Level 3, will be responsible for, but not limited to, doing the following:

- Developing and documenting a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;
- Performing business analysis of functional requirements to identify information, procedures, and decision flows;
- Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems, and developing data dictionary;
- Defining and documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- Identifying candidate business processes for re-design, prototyping potential solutions, providing trade-off information and suggesting a recommended course of action. Identifying the modifications to the automated processes;

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- Analysis and development of business requirements inventories and or matrices, business process identification and development, process mapping to business requirements and applications;
- Managing business requirements by translating business objectives into systems requirements;
- Establishing acceptance test criteria with client; and
- Supporting and using the selected departmental methodologies.

**Specialties could include but are not limited to:**

- BPWin
- Oracle CASE
- Rational Rose
- RUP

### 5.11 BUSINESS TRANSFORMATION ARCHITECT – LEVEL 3

The Business Transformation Architect, Level 3, will be responsible for, but not limited to, doing the following:

- Analysis and development of business success Critical Success Factors;
- Analysis and development of architecture requirements design, process development, process mapping and training;
- Responsible for leading other functional staff to define business strategy and processes in support of transformation and change management activities;
- Participating in change impact analysis and change management activities;
- Participating in organizational realignment, job redesign, organizational restructuring;
- Coordinating development of training and coordination with other stakeholders;
- Creating presentations and presenting to various stakeholders, and facilitating meetings and discussions;
- Providing or modifying the business contextual details required to develop systems to automate key business processes to allow the proper evaluation of the impacts of the new technology on the business in order to plan and design a successful implementation plan;
- Depicting, through Business Use Cases (BUCs) and a series of models and diagrams, the “As-Is” and the “To-Be” business process; and
- Constant training and provisioning of guidance of junior staff, which includes transfer of knowledge.

### 5.12 CHANGE MANAGEMENT CONSULTANT – LEVEL 3

The Change Management Consultant, Level 3, will be responsible for, but not limited to, doing the following:

- Analysis and development of business Critical Success Factors;
- Analysis and development of architecture requirements design, process development, process mapping and training;
- Responsible for defining business strategy and processes in support of transformation and change management activities;
- Participating in change impact analysis and change management activities;
- Participating in organizational realignment (job re-design organizational re-structuring);
- Coordinating development of training and coordinating with other stakeholders;
- Creating presentations and present to various stakeholders, and facilitating meetings and discussions; and

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- Constant training and provisioning of guidance of CBSA junior staff who are working on projects, which includes transfer of knowledge.

### 5.13 PROJECT EXECUTIVE – LEVEL 3

The Project Executive, Level 3, will be responsible for, but not limited to, doing the following:

- Defining and documenting project objectives, determining budget requirements;
- Meeting with CBSA executives to ensure all (internal and external) stakeholders are committed and moving forward on project goals;
- Managing and mentor project managers;
- Leading Critical Design Review(s) of IT enabled projects through various phases of project gating (project gating represents key decision point in a project lifecycle phase) and approval processes;
- Authorising or rejecting proposed changes to cost or timescale beyond tolerance levels and all proposed changes to scope, checking for possible effects on the Business Case;
- Maintaining awareness and providing strategic direction for implementation of the World Customs Organization Standards;
- Ensuring Risks and Issues are being tracked and mitigated and resolved;
- Liaising with Program or Corporate Management on progress;
- Organising and chairing meetings of the Project Board and report to Project Director;
- Advising on the project's continuance or early closure at stage review gate meetings of the Project Board;
- Documenting formal closure of the project; and
- Holding a Post-Project Review to ensure benefits are realised.

### 5.14 PROJECT MANAGER – LEVEL 3

The Project Manager, Level 3, will be responsible for, but not limited to, doing the following:

- Managing the project during the development, implementation and operations start-up by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtaining approval thereof;
- Defining and documenting the objectives for the project; determining budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle;
- Meeting in conference with stakeholders and other project managers and states problems in a form capable of being solved;
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems; working with a variety of project management tools;
- Facilitating project sign-off;
- Leading business requirements and modeling workshop facilitation sessions with internal and external stakeholders;
- Developing standardized tools, templates and methods for the gathering of business requirements and modeling of the business architecture; and
- Constant training and provisioning of guidance of CBSA junior staff who are working on projects, which includes transfer of knowledge.

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## 6. CLIENT SUPPORT

CBSA will provide the resources with a workstation, computer and telephones, email address (where applicable and available) and all necessary materials to perform their functions. Some resources may be required to work off-site, which may require the use of a CBSA laptop or other computer.

## 7. DELIVERABLES

The Contractor will provide various reports, plans, work breakdown structures, schedules and other related documents as specified in the applicable Task Authorization. All deliverables are to be submitted in English and as described in each Task Authorization.

## 8. SERVICE LEVELS

### Normal Working Hours

Normal working hours will be no earlier than 7:00am to no later than 6:00pm EST Monday through Friday (with the exception of statutory holidays as defined by the province of work). The resources will be expected to work 7.5 hours a day within normal working hours, unless arrangements are made ahead of time with the Technical Authority. The Technical Authority will authorize additional hours of work in advance, at the same per diem rate included in the contract. The resources will normally work during regular business hours, on CBSA's site, unless otherwise agreed upon by the Contractor and the Technical Authority. For the duration of the Contract all resources must be available to work outside normal office hours as required.

### Outside Normal Working Hours and Callback

The Contractor's resources might also be requested to work outside normal working hours or during week-ends to perform urgent tasks, fix production, pre-production, or proof-of-concept tasks and problems. All time worked will be compensated in accordance with Annex B.

### Work Location

The Work will be performed on CBSA premises located within the National Capital Region. Over the duration of the Contract, the main location of business of CBSA's various locations or Branches may change but will remain in the National Capital Region (NCR), and no costs will be paid by CBSA to the Contractor to compensate for any costs associated with transition from one Work location to another. There may be occasional meetings at other locations in the NCR or at other Government of Canada premises, but no significant travel will be required. All expenses for travel within the NCR are to be paid by the Contractor.

Upon verification with the departmental security officer, the Technical Authority may authorize the resources to telework on a part-time basis.

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## GLOSSARY

Acronym or Term	Definition
As-Is business process	An “as is” business process defines the current state of the business process in an organization. Typically the analysis goal in putting together the current state process is to clarify exactly how the business process works today, kinks and all.
Business Case	A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also come in the form of a short verbal agreement or presentation
Business Use Cases	A primary purpose of the model of business use cases and actors is to describe how the business is used by its customers and partners. Activities that directly concern the customer, or partner, as well as supporting or managerial tasks that indirectly concern the external party can be presented.
CBSA Trade Chain Partner	An enterprise that is directly involved in the importation or cross-border movement of goods imported into or transported through Canada.
Corporate Management	The <u>process</u> of leading, administering and <u>directing</u> a <u>company</u> . <u>Business</u> tasks often performed by corporate management might include <u>strategic planning</u> , as well as managing company resources and applying them toward attaining the company's objectives.
Critical Design Review	A Critical Design Review (CDR) is a multi-disciplined technical review to ensure that a system can proceed into fabrication, demonstration, and test and can meet stated performance requirements within cost, schedule, and risk.
Critical Success Factors	Critical success factors (CSFs), also known as Key Results Areas (KRAs), refer to the activities that must be completed to a high standard of quality in order to achieve the goals of your project. CSFs are a way to prioritize certain tasks as the project plan is being executed
EDIFACT	The international standard for electronic data interchange (EDI). The term stands for Electronic Data Interchange For Administration, Commerce and Transport.
Issues	Issue management is the process of identifying and resolving issues. Problems with staff or suppliers, technical failures, material shortages – these might all have a negative impact on your project
Joint Application Design Sessions	Joint application design (JAD) is a process used in the life cycle area of the dynamic systems development method (DSDM) to collect business requirements while developing new information systems for a company.
Models	A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts. The process of business model construction and modification is also called business model innovation and forms a part of business strategy
Plans	Project planning is the process of establishing the scope, defining the objectives and steps to obtain them. It is one of the most important of the processes that make up project management. The output of the project planning process is a project management plan.
Post-Project Review	A Post-Implementation Review (PIR) is conducted after completing a project. Its purpose is to evaluate whether project objectives were met, to determine how effectively the project was run, to learn lessons for the future, and to ensure that the organization gets the greatest possible benefit from the project

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Program Management	Program management is the process of managing several related projects, often with the intention of improving an organization's performance.
Project Board	The Project Board is part of the PRINCE2 Project Management Structure. The Project Board is responsible for the success of the project based on instruction from corporate / program management. The Project Board establishes the constraints in which the Project Manager operates.
Project Charters	It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager. It serves as a reference of authority for the future of the project. The terms of reference are usually part of the project charter.
Project Director	A project director is a project management role in which an individual strategically oversees, monitors and manages an IT project from an executive level. As the most responsible authority over a project, this individual is charged with managing IT team members and allocated resources.
Prototypes	A prototype is an early sample, model, or release of a product built to test a concept or process or to act as a thing to be replicated or learned from. It is a term used in a variety of contexts, including semantics, design, electronics, and software programming.
Risks	According to the Project Management Institute's PMBOK, Risk management is one of the ten knowledge areas in which a project manager must be competent. Project risk is defined by PMI as, "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives
System Use Cases	In software and systems engineering, a use case is a list of actions or event steps typically defining the interactions between a role (known in the Unified Modeling Language as an actor) and a system to achieve a goal. The actor can be a human or other external system.
To-Be business process	A "to be" business process defines the future state of a business process in an organization. Typically the analysis goal in putting together the future state process is to clarify how the business process will work, at some point in the future, once changes are made.
World Custom Organization	The World Customs Organization (WCO), established in 1952 as the Customs Co-operation Council (CCC) is an independent intergovernmental body whose mission is to enhance the effectiveness and efficiency of Customs administrations.  Website: <a href="http://www.wcoomd.org/en/about-us/what-is-the-wco.aspx">http://www.wcoomd.org/en/about-us/what-is-the-wco.aspx</a>
World Customs Organization Standards	The WCO Secretariat hopes that Members of the Organization and its partners from the business community and other international organizations will find the SAFE Package and its contents a valuable aid both in understanding the dynamics of this major WCO instrument and in its global application and implementation  Website: <a href="http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/tools/safe_package.aspx">http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/tools/safe_package.aspx</a>



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : n/a

Work Location(s) / Lieu(x) de travail :

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

## Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif



0					\$0.00
0					\$0.00
Total Estimated Cost / Coût total estimatif					\$0.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation	
Name of Authorized Client / Nom du client autorisé		Name of Contracting Authority / Nom de l'autorité contractante	
Date		Date	
Signature		Signature	

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
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## APPENDIX C TO ANNEX A

### RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

#### 1.0 MANDATORY RESOURCE REQUIREMENTS

##### 1.1 Application/Software Architect – Level 3

<b>Name of proposed Resource:</b> _____				
<b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b>				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience developing all of the following: (1) service or application or technical architectures; (2) Architecture frameworks; and (3) Architecture strategies. to meet business and application requirements.			
<b>M.2</b>	A minimum of 2 Information Management/Information Technology (IM/IT) projects developing technical architectures, frameworks and strategies. Each project referenced must be a minimum of 6 months duration to be considered.			
<b>M.3</b>	A minimum of 2 IM/IT projects conducting architecture options analysis, developing and documenting solutions architectures Each project referenced must be a minimum of 6 months duration to be considered.			

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<b>Name of proposed Resource:</b> _____				
<b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b>				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.4</b>	<p>A minimum of 5 years of experience designing and applying technical architecture for border passage processing or risk assessment concepts related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing</p> <p>for an organization involved in the assessment of risk and operational surveillance.</p>			
<b>M.5</b>	<p>A minimum of 1 year of experience designing a system(s) that incorporates at least 2 of the 7 following technologies:</p> <ul style="list-style-type: none"> <li>• IBM Master Data Management (MDM)</li> <li>• IBM Quality Stage Address Verification Interface (AVI)</li> <li>• IBM LanguageWare</li> <li>• IBM Operational Decision Management (ODM).</li> <li>• Service –oriented Architecture technologies</li> <li>• SAP Applications</li> <li>• IBM Websphere Application Server</li> </ul>			
<b>M.6</b>	<p>A minimum of 3 years of experience designing a system(s) that uses IBM Websphere MQ (MQSeries) to integrate and transport data from disparate systems.</p>			

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## 1.2 Tester – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Tester – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of 3 years of experience, within the last 5 years, in developing automated test scripts using standard automated testing tools.			
<b>M.2</b>	A minimum of 2 years of experience, within the last 5 years, in developing and executing automated test cases and test plans using standard automated testing tools.			
<b>M.3</b>	A minimum of 5 years of experience, within the last ten years, developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.			
<b>M.4</b>	A minimum of 3 years of experience testing an application for an entire Software Development Lifecycle (SDLC).			

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### 1.3 Tester – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Tester – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing automated test scripts using standard automated testing tools.			
M.2	A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing and executing automated test cases and test plans using standard automated testing tools.			
M.3	A minimum of ten years of experience developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.			
M.4	A minimum of 5 years of experience testing an application for an entire Software Development Lifecycle (SDLC)			
M.5	A minimum of 5 years of experience in testing applications.			

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#### 1.4 Business Analyst – Level 1

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 1 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 1 year of experience completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.			
M.2	Experience providing professional services as a Business Analyst for at least 2 IM/IT related projects within the last 5 years.  Each project referenced must be a minimum of 3 months duration to be considered.			

#### 1.5 Business Analyst – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Analyst - Level 2.			

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Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.2	Experience providing professional services as a Business Analyst on at least 3 IM/IT related projects within the last 5 years prior to the issuance date of the draft TA.  Each project referenced must be a minimum of 3 months duration to be considered.			

1.6 Business Analyst – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of ten years of experience performing business analyses of functional requirements.			
M.2	A minimum of 5 years of experience conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems.			
M.3	A minimum of 5 years of experience developing process analysis and functional specifications to support the development of automated business processes.			

Name of proposed Resource: \_\_\_\_\_

The Contractor **MUST** demonstrate that the proposed Business Analyst – Level 3 has:

Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.4	A minimum 5 years of experience in conducting interviews and workshops with business and technical communities.			
M.5	A minimum of 2 years of experience performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.			



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### 1.7 Business Architect – Level 3

<b>Name of proposed Resource:</b> _____				
<b>The Contractor MUST demonstrate that the proposed Business Architect – Level 3 has:</b>				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience developing policies and rules to support an organization's mandate and functional responsibilities.			
<b>M.2</b>	A minimum of 2 IM/IT projects developing specifications, presentations and use cases.  Each project referenced must be a minimum of 6 months duration to be considered.			
<b>M.3</b>	A minimum of 5 years of experience developing and coordinating policies, processes and systems related to either:  (1) the collection or processing of advance reporting information in electronic or paperless communication methods; or (2) border passage processing systems; or (3) automated risk assessment processing;  for an organization involved in the assessment of risk and operational surveillance.			
<b>M.4</b>	A minimum of 2 years of experience in the development of:  (1) data acquisition strategies or border passage processing systems; and  (2) statement of requirements.			

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## 1.8 Business Consultant – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Consultant – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of 1 project managing business requirements by translating business objectives into systems requirements on an IM/IT project.  Project referenced must be a minimum of 6 months duration to be considered.			
<b>M.2</b>	A minimum of ten years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Consultant – Level 3.			
<b>M.3</b>	A minimum of 2 years of experience defining requirements and business processes and managing issues and risks related to the implementation of software applications for an organization involved in the assessment of risk and operational surveillance.			

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## 1.9 Business System Analyst – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business System Analyst – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of 5 years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.			
<b>M.2</b>	A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.			
<b>M.3</b>	A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.			

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### 1.10 Business System Analyst – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business System Analyst – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.			
<b>M.2</b>	A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.			
<b>M.3</b>	A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.			

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### 1.11 Business Transformation Architect – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Transformation Architect – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience analyzing and developing architecture requirements design, process development, and process mapping.			
<b>M.2</b>	Experience analyzing and developing architecture requirements design, process development, and process mapping on an IM/IT project.  Project referenced must be a minimum of 6 months duration to be considered.			
<b>M.3</b>	A minimum of 2 years of experience in the development of data acquisition strategies or statement of requirements			
<b>M.4</b>	A minimum of 4 years of experience defining and negotiating business and program requirements with personnel in headquarters, and personnel in one of:  (a) regional offices in Canada; or  (b) international offices			

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### 1.12 Change Management Consultant – Level 3

Name of proposed Resource: _____				
The Contractor <b>MUST</b> demonstrate that the proposed Change Management Consultant – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience working on IM/IT initiatives in analyzing and developing architecture requirements design, process development and process mapping.			
<b>M.2</b>	A minimum of 5 years of experience in evaluating the impact of business transformation and changes in a Large-Scale* work environment.  *Large-Scale is defined as an organization with over 5,000 employees.			
<b>M.3</b>	A minimum of 5 years of experience in developing new business policies and procedures to support business changes and transformation.			

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### 1.13 Project Executive – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Project Executive – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience, within the last fifteen years prior to the issuance date of the draft TA, in liaising with stakeholders and management and providing risk management on IT enabled projects which were governed and managed through a staged review gating approach.			
<b>M.2</b>	<p>Experience managing 1 IT enabled project* involving 2 or more stakeholders.</p> <p>*The project must have a minimum duration of 6 months and a total project expenditure of \$100M or more.</p>			

1.14 Project Manager – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Project Manager – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience managing a project during the development, implementation and operational phases to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.			
M.2	A minimum of 5 years of experience working with Microsoft Project for the purpose of reporting against project milestones.			
M.3	A minimum of 5 years' experience in the development of project-related documentation such as charters, plans and schedules.			



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## 2.0 RATED RESOURCE REQUIREMENTS

### 2.1 Application/Software Architect - Level 3

Name of proposed Resource: _____				
The Contractor SHOULD demonstrate that the proposed Application/Software Architect – Level 3 has:				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience designing systems that provide secure access to a minimum of 100 external or independent businesses.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.2</b>	Experience in designing Information Management/Information Technology (IM/IT) systems that operate 24 hours per day, 7 days per week.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

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<b>R.3</b>	Experience in designing IM/IT systems for IM/IT projects with a dollar value in excess of a \$100 million budget.	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	Experience designing systems that support a minimum of 500,000 transactions per day.	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience in the last 10 years designing systems that are based on Java front-ends accessing Z/OS operating environments.	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	

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<b>R.6</b>	<p>Experience in analyzing and preparing architecture design models and specifications which include architectural model diagrams accompanied by written explanations of the architectural design and functionality for one or more of the following:</p> <ul style="list-style-type: none"> <li>• electronic submission, validation and business system processes</li> <li>• client identify management for supply chain partners</li> <li>• analyzing and implementing risk scoring or assessment algorithms</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.7</b>	<p>Experience in developing architecture models and viewpoints involving 1 or more of the following architecture modelling standard and software:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software</li> <li>• Rational Rose</li> <li>• Archimate modelling standard</li> <li>• Qualiware Architect Modelling Software</li> </ul>	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	
<b>R.8</b>	<p>Experience in analyzing and implementing applications in a Service-oriented Architecture (SOA)* environment.</p> <p>*SOA is an approach for developing enterprise information systems solutions based on services, is an industry best practice, which promotes open architecture and aims to align information system services with business processes and data to enable re-use of business level functions.</p>	5	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>	
<b>R.9</b>	<p>Experience in designing, developing and/or implementing IT systems involving business rules engine.</p>	5	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>	

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<b>R.10</b>	Experience in using TOGAF for the design and development of IT applications.	5	0 to 3 years = 0 points 3+ to 5 years = 3 points 5+ years = 5 points	
<b>R.11</b>	<p>Experience in analyzing and preparing architecture design models and specifications, which include architectural model diagrams accompanied by written explanations of the architectural design and functionality, for one or more of the following:</p> <p>(1) electronic submission, validation and business system processes; or            (2) client identify management for supply chain partners; or            (3) implementing risk scoring or assessment algorithms</p> <p>as it relates to the assessment of risk and operational surveillance.</p>	10	<p>0 to 1 year = 0 points            1+ to 3 years = 2 points            3+ to 5 years = 5 points            5+ years = 10 points</p>	
Total Points Available			90	
Minimum Pass Mark			58	

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## 2.2 Tester - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Tester – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 3 years = 0 points</p> <p>3+ to 4 years = 2 points</p> <p>4+ to 5 years = 4 points</p> <p>5+ to 6 years = 6 points</p> <p>6+ to 7 years = 8 points</p> <p>7+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 4 years = 4 points</p> <p>4+ to 5 years = 6 points</p> <p>5+ to 6 years = 8 points</p> <p>6+ years = 10 points</p>	

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<b>R.3</b>	<p>Experience, as indicated in M.3, in developing test packages, including test strategies, test plans, test cases, test cycles, automated test scripts, test analyses and reporting.</p> <p>This additional experience does not have to be within the last ten years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, within the last 10 years, preparing or conducting or participating in walkthroughs and reviews that are related to integrated software testing and implementation readiness.</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 2 points</p> <p>2+ to 3 years = 4 points</p> <p>3+ to 4 years = 6 points</p> <p>4+ to 5 years = 8 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	<p>Experience in conducting tests using Extensible Markup Language (XML) messaging formats.</p>	10	<p>0 to 1 year = 0 point</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	
<b>R.6</b>	<p>Experience in testing applications developed using iterative methodologies.</p>	1052/70	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	

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<b>R.7</b>	Experience in testing object-oriented and tier applications	10	0 to 1 year = 0 points 1+ to 2 years = 4 points 2+ to 3 years = 6 points 3+ to 4 years = 8 points 4+ years = 10 points	
Total Points Available			70	
Minimum Pass Mark			45	

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### 2.3 Tester - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor SHOULD demonstrate that the proposed Tester – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	



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<b>R.3</b>	Experience, as indicated in M.3, in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.	15	0 to 10 years = 0 points 10+ to 11 years = 8 points 11+ to 12 years = 10 points 12+ to 13 years = 12 points 13+ to 14 years = 14 points 14+ years = 15 points	
<b>R.4</b>	Experience, as indicated in M.5, in testing applications.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points 8+ to 9 years = 8 points 9+ years = 10 points	
<b>R.5</b>	Experience in conducting tests using Extensible Markup Language (XML) messaging formats.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points 8+ to 9 years = 8 points 9+ years = 10 points	
<b>R.6</b>	Experience in testing applications developed using iterative methodologies.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points	

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			8+ to 9 years = 8 points	
			9+ years = 10 points	
<b>R.7</b>	Experience in testing object-oriented n-tier applications.	10	0 to 5 years = 0 points  5+ to 6 years = 2 points  6+ to 7 years = 4 points  7+ to 8 years = 6 points  8+ to 9 years = 8 points  9+ years = 10 points	
Total Points Available			75	
Minimum Pass Mark			49	

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## 2.4 Business Analyst - Level 1

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 1 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience, as indicated in M.1, completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.	10	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 6 points 3+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, providing professional services as a Business Analyst for IM/IT related projects.  This additional experience does not have to be within the last 5 years.  Each project referenced must be a minimum of 3 months duration to be considered.	10	0 to 2 projects = 0 points 3 projects = 2 points 4 projects = 6 points 5 or more projects = 10 points	
Total Points Available			20	
Minimum Pass Mark			12	

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## 2.5 Business Analyst - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.2, providing professional services as a Business Analyst on Information Management/Information Technology (IM/IT) related projects.</p> <p>This additional experience does not have to be within the last 5 years.</p> <p>Each Project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 3 projects = 0 points</p> <p>4 projects = 10 points</p> <p>5 projects = 15 points</p> <p>6 or more projects = 20 points</p>	
<b>R.2</b>	<p>Experience gathering business requirements including preparing supporting material for workshops and interviews.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 1 project = 0 points</p> <p>2 projects =10 points</p> <p>3 projects =15 points</p> <p>4 or more projects = 20 points</p>	
<b>R.3</b>	<p>Experience analyzing and making recommendations on business improvement processes and Information Management/Information Technology (IM/IT) solutions.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 3 projects = 0 points</p> <p>4 projects =10 points</p> <p>5 projects =15 points</p> <p>6 or more projects = 20 points</p>	
Total Points Available			60	
Minimum Pass Mark			39	

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## 2.6 Business Analyst - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience, as indicated in M.1, performing business analyses of functional requirements.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 13 years = 5 points 13+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	

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<b>R.3</b>	Experience, as indicated in M.3, developing process analysis and functional specifications to support the development of automated business processes.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.4</b>	Experience, as indicated in M.4, in conducting interviews and workshops with business and technical communities.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.5</b>	Experience developing project charters, plans and schedules and performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	5	1 project = 3 points 2 or more projects = 5 points	
Total Points Available			45	
Minimum Pass Mark			29	

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## 2.7 Business Architect - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Architect – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience developing specifications, presentations and use cases involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	10	0 project = 0 points 1 project = 5 points 2 or more projects = 10 points	
<b>R.2</b>	Experience assessing business needs and translating requirements into system functional specifications.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 15 years = 5 points 15+ years = 10 points	

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<b>R.3</b>	Experience documenting business processes using IBM WebSphere Business Process Model Notation (BPMN).	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:</p> <p>(4) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(5) border passage processing systems; or</p> <p>(6) automated risk assessment processing.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.5</b>	Experience in using TOGAF for the design and development of IT applications.	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	



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<b>R.6</b>	Experience in evaluating the feasibility of architecture and technologies to deliver business system changes.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.7</b>	Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either: (1) the collection or processing of advance reporting information in electronic or paperless communication methods; or (2) border passage processing systems; or (3) automated risk assessment processing for an organization involved in the assessment of risk and operational surveillance.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			65	
Minimum Pass Mark			42	

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## 2.8 Business Consultant - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Consultant – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience (1) conceiving and gathering requirements and (2) documenting and leading the implementation of IM/IT projects.	10	0 to 2 years = 0 points 2+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.2</b>	Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either: (1) commercial risk assessment; or (2) border passage processing; or (3) electronic or paperless communication methods.	10	0 to 2 years = 0 points 2+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

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<b>R.3</b>	Experience coordinating IT security functions, including threat and risk assessments and statements of sensitivity.	10	<p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience on projects requiring the development and review of testing strategies and approaches for either:</p> <p>(1) commercial risk assessment; or</p> <p>(2) border passage processing; or</p> <p>(3) electronic or paperless communication methods;</p> <p>for information systems supporting both internal and external users.</p>	10	<p>0 to 2 year = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience in the identification and design of service level objectives (SLO) for operations in a 24 hours per day, 7 days per week work environment.	10	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 5 points</p> <p>2+ years = 10 points</p>	

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<b>R.6</b>	Experience working with World Customs Organization frameworks or agreements, including nomenclature, enforcement and compliance, and procedures and facilitation.	10	0 to 1 year = 0 points 1+ year = 10 points	
<b>R.7</b>	A valid Certified Business Analyst Professional (CBAP) designation.  To obtain points a valid copy of the designation is to be included with the Contractor's proposal.	5	No valid designation = 0 points Valid Business Analyst Professional Designation = 5 points.	
<b>R.8</b>	Experience in working with document inventory management software.	5	0 to 1 year = 0 points 1+ year = 5 points	

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<b>R.9</b>	Experience in analyzing architectural significant business requirements for IM/IT projects.	5	0 to 1 year = 0 points 1+ year = 5 points	
<b>R.10</b>	Experience in planning and providing advice on requirements management, business process modernization in a multi-project program or portfolio environment.	5	0 to 1 year = 0 points 1+ to 2 years = 2 points 3+ years = 5 points	
<b>R.11</b>	Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either:  (1) commercial risk assessment; or (2) border passage processing; or (3) electronic or paperless communication methods;  for projects involving the assessment of risk and operational surveillance.	10	0 to 2 years = 0 points  2+ to 3 years = 2 points  3+ to 5 years = 5 points  5+ years = 10 points	
Total Points Available			90	
Minimum Pass Mark			58	

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## 2.9 Business System Analyst - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business System Analyst – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.2</b>	Experience facilitating Joint Application Design sessions and conducting interviews.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	

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<b>R.3</b>	Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	Experience in application systems testing and quality assurance. This includes the development of testing strategies, and plans.	10	<p>0 to 2 years = 0 points</p> <p>2+ to 5 years = 2 points</p> <p>5+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
Total Points Available			40	
Minimum Pass Mark			26	

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## 2.10 Business System Analyst - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business System Analyst – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.	10	<p>0 to 10 years = 0 points</p> <p>10+ to 12 years = 2 points</p> <p>12+ to 15 years = 5 points</p> <p>15+ years = 10 points</p>	
<b>R.2</b>	Experience facilitating JAD sessions and conducting interviews.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	



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<b>R.3</b>	Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	<p>Experience in application systems testing and quality assurance.</p> <p>This includes the development of testing strategies, and plans.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
Total Points Available			40	
Minimum Pass Mark			26	

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## 2.11 Business Transformation Architect - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Transformation Architect – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience analysing and developing architecture requirements design, process development, and process mapping for IM/IT project(s).  Project referenced must be a minimum of 6 months duration to be considered.	15	1 project = 5 points 2 projects = 10 points 3 or more projects = 15 points	
<b>R.2</b>	Experience analyzing business and systems requirements and developing business requirements to systems requirements traceability matrices.	10	0 to 1 year == 0 points 1 to 3 years = 2 points 3 to 5 years = 5 points 5+ years = 10 points	

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<b>R.3</b>	Experience analyzing business objectives and business requirements and developing business requirements documentation.	10	<p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience on initiatives involving collaboration or liaison with national or foreign:</p> <ul style="list-style-type: none"> <li>government departments or agencies; or</li> <li>stakeholders; or</li> <li>representatives.</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience working with World Customs Organization frameworks or agreements (including but not limited to nomenclature, enforcement and compliance, and procedures and facilitation).	10	<p>0 to 1 year = 0 points</p> <p>1+ year = 10 points</p>	
Total Points Available			55	
Minimum Pass Mark			35	

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## 2.12 Change Management Consultant - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Change Management Consultant – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience with the development of change management plans and strategies	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, in evaluating the impact of business transformation and changes in a Large-Scale* work environment.  *Large-Scale is defined as an organization with over 5,000 employees.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.3</b>	Experience, as indicated in M3, in developing new business policies and procedures to support business changes and transformation.	10	0 to 5 years = 0 points 5+ years to 7 years = 2 points 7+ years to 10 years = 5 points 10+ years = 10 points	

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<b>R.4</b>	Experience in conducting information gathering interviews and workshops with business and technical communities.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			40	
Minimum Pass Mark			26	

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### 2.13 Project Executive - Level 3

Name of proposed Resource: _____				
The Contractor SHOULD demonstrate that the proposed Project Executive – Level 3 has:				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
R.1	Experience providing executive level (Director General and above) briefings on the project status of IT enabled projects.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
R.2	Experience implementing an IT enabled project that lasted for 6 months or more and incorporated the use of accepted government and industry standards, including, but not limited to, the SAFE framework of standards.	5	No demonstrated experience = 0 points Demonstrated experience = 5 points	
R.3	Experience leading and managing IT enabled projects where the number of resources on the project team was in excess of 100 resources.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	

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<b>R.4</b>	<p>Experience leading and managing IT enabled projects that were implemented nationally and required high availability.</p> <p>High Availability: a system that is expected to operate reliably 24 hours per day, 365 days per year and an associated implementation that ensures a minimum of 99% operational continuity per year.</p> <p>The system must be rolled out across a minimum of 20 locations across the country and be implemented for 2,000 or more users.</p>	20	<p>0 to 10 years = 0 points 10+ to 12 years = 10 points 12+ to 15 years = 15 points 15+ years = 20 points</p>	
<b>R.5</b>	<p>Experience leading and managing IT project(s) that support the shared business needs of 2 or more government departments or agencies or entities, and project(s) involving 2 or more stakeholders.</p>	10	<p>0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points</p>	
<b>R.6</b>	<p>Experience performing assessments on project complexity and project in accordance with:</p> <ul style="list-style-type: none"> <li>The PMBOK Guide &amp; Standards of the Project Management Institute (PMI); or</li> <li>TBS Policy on the Management of Projects (PoMP) and consistent with the corresponding Project Complexity and Risk Assessments standard.</li> </ul>	5	<p>0 to 5 years = 0 points 5+ to 7 years = 1 points 7+ to 10 years = 3 points 10+ years = 5 points</p>	
Total Points Available			60	
Minimum Pass Mark			39	

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## 2.14 Project Manager - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Project Manager – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience managing a project during the development, implementation and operations using knowledge, skills, tools, and techniques to project activities to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	5	<p>0 project: 0 points</p> <p>1 project: 3 points</p> <p>2 or more projects: 5 points</p>	
<b>R.2</b>	<p>A valid Project Management Professional (PMP) certification from the Project Management Institute (PMI).</p> <p>To obtain points a valid copy of the certification is to be included with the Contractor's response.</p>	5	<p>No valid designation = 0 points</p> <p>Valid Project Manager Professional Designation = 5 points.</p>	



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<b>R.3</b>	Experience developing project plans, including the definition of the project scope, budget and schedule.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	Experience, as indicated in M.2, working with Microsoft Project for the purpose of reporting against project milestones.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.5</b>	Experience managing project risk, issues and changes using industry recognized standards.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	

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<b>R.6</b>	Experience interacting and communicating project status, risks and issue to senior management.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			50	
Minimum Pass Mark			30	



Government of Canada  
 Gouvernement du Canada

COMMON-PS-SRCL#19

PSPC Contract#  
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Contract Number / Numéro du contrat

1000342246

Security Classification / Classification de sécurité  
 UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)

LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A CONTRACT INFORMATION / PARTIE A INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	CBSA	2. Branch or Directorate / Direction générale ou Direction	ISTB
3. a. Subcontract Number / Numéro du contrat de sous-traitance	Commercial Portfolio	3. b. Name and Address of Subcontractor / Nom et adresse du sous-traitant	

4. Brief Description of Work / Brève description du travail

Commercial Portfolio Omnibus - for Services & Projects.

5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées? ☒ No / Non ☐ Yes / Oui

5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? ☒ No / Non ☐ Yes / Oui

6. Indicate the type of access required / Indiquer le type d'accès requis

6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? ☐ No / Non ☒ Yes / Oui  
 (Specify the level of access using the chart in Question 7. c)  
 (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)

6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. ☒ No / Non ☐ Yes / Oui

6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? ☒ No / Non ☐ Yes / Oui

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
--	--------------------------------------	---

7. b) Release restrictions / Restrictions relatives à la diffusion

No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to / Limité à : <input type="checkbox"/>	Restricted to / Limité à : <input type="checkbox"/>	Restricted to / Limité à : <input type="checkbox"/>
Specify country(ies) / Préciser le(s) pays :	Specify country(ies) / Préciser le(s) pays :	Specify country(ies) / Préciser le(s) pays :

7. c) Level of information / Niveau d'information

PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input checked="" type="checkbox"/>	NATO RESTRICTED <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input checked="" type="checkbox"/>	NATO DIFFUSION RESTREINTE <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input checked="" type="checkbox"/>	NATO CONFIDENTIAL <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET <input type="checkbox"/>	NATO SECRET <input type="checkbox"/>	TOP SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>	NATO COSMIC TOP SECRET <input type="checkbox"/>	TOP SECRET (SIGINT) <input type="checkbox"/>
	NATO COSMIC TRÈS SECRET <input type="checkbox"/>	TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
 UNCLASSIFIED

Canada

COMMON-PS-SRCL#19



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat <b>47419-192246</b>
Security Classification / Classification de sécurité UNCLASSIFIED

**PARTIE A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
- If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :
9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PARTIE B PERSONNEL (SUPPLIER) / PARTIE B PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input checked="" type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET<br>SECRET | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT        | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL  | <input type="checkbox"/> NATO SECRET<br>NATO SECRET  | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |  |  |  |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui
- If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PARTIE C SAFEGUARDS (SUPPLIER) / PARTIE C MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

COMMON-PS-SRCL#19



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat  
**47419-192246**

Security Classification / Classification de sécurité  
UNCLASSIFIED

**PART C (continued) / PARTIE C (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12 a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12 b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

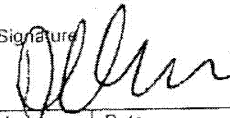
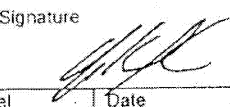
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

COMMON-PS-SRCL#19



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat <b>47419-192246</b>
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION				
13. Organization Project Authority / Chargé de projet de l'organisme				
Name (print) - Nom (en lettres moulées) <b>Darren Uchman</b>		Title - Titre <b>Director, CPD</b>		Signature 
Telephone No. - N° de téléphone <b>313-291-6130</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>darren.uchman@cbxa-asfc.gc.ca</b>		Date <b>May 10, 2018</b>
14. Organization Security Authority / Responsable de la sécurité de l'organisme				
Name (print) - Nom (en lettres moulées) <b>Stephane Lafontaine</b>		Title - Titre <b>Security Specialist</b>		Signature 
Telephone No. - N° de téléphone <b>342-891-7776</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>Stephane.Lafontaine@CBXA-ASFC.gc.ca</b>		Date <b>4.6.2018</b>
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?				
				<input type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui
16. Procurement Officer / Agent d'approvisionnement				
Name (print) - Nom (en lettres moulées) <b>Francis Lapalme</b>		Title - Titre <b>A/Supply Team Leader</b>		Signature <b>Lapalme, Francis</b> <small>Digitally signed by Lapalme, Francis Date: 2018.08.21 09:42:19 -04'00'</small>
Telephone No. - N° de téléphone <b>613-858-9912</b>	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel <b>francis.lapalme@tpsgc-pwgsc.gc.ca</b>		Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité				
Name (print) - Nom (en lettres moulées)		Title - Titre		Signature <b>Saumur, Jacques O</b> <small>Digitally signed by Saumur, Jacques O DN: cn=CA, o=GC, ou=PWGSC-TPS/X, cn=Saumur, Jacques O Date: 2017.02.02 13:38:31 -05'00'</small>
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel		Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@tpsgc-pwgsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation  
 47419-192246/A

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur  
 632el

## Security Classification Guide

The purpose of the security classification guide is to clarify the multiple levels of security screening identified under Part B of the Security Requirements Check List (SRCL) described in Annex C. In addition to the Contractor and its resources' obligation to comply with the provisions of the SRCL described in Annex C, the following must be adhered to:

1. Personnel security screening level requirements for **No Security**
  - Resources who do not hold a valid personnel security screening, must not have or be given access to Protected, Confidential or Secret documents. Resources must also be escorted while on site.
2. Personnel security screening level requirements for **Reliability Status**
  - Resources who hold a valid personnel security screening only at the level of RELIABILITY STATUS must not have or be given access to Confidential or Secret documents.
3. Personnel security screening level requirements for **Confidential**
  - Resources who hold a valid personnel security screening only at the level of CONFIDENTIAL must not have or be given access to Secret documents.
4. Personnel security screening level requirements for **Secret**
  - Resources who hold a valid personnel security screening only at the level of SECRET must not have or be given access to Top Secret documents.
5. Personnel security screening level requirements for **various provisions**
  - For Task Authorizations where there are multiple associated security provisions (No Security, Reliability, Secret), the Task Authorization will identify the personnel security screening required for each portion of the work.
  - It is the Project Authority's and Contractor's responsibility to ensure that the resources do not have or be given access to documents for which they do not hold the appropriate personnel security screening level.
6. Information classified at the level of **Protected A, Protected B or Confidential** must be properly marked and can only be sent/shared electronically once encrypted for the recipients.
7. Information classified at the level of **Secret** must be properly marked and cannot be sent electronically. All Secret information and/or documents must be saved to a CBSA approved encrypted USB device and delivered to the recipient using an approved security cleared courier.



**Public Works and  
Government Services - EL**  
Canada

**Travaux publics et  
Services gouvernementaux**  
Canada

**Purchasing Office - Bureau des achats:**  
Informatics Professional Services - EL  
Division/Services professionnels en informatique -  
division EL  
Terrasses de la Chaudière 4th Floor  
10 Wellington Street  
Gatineau  
Québec  
K1A 0S5

## CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prrière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du**  
**fournisseur/de l'entrepreneur**

130089535PG0001  
TPG Technology Consulting Ltd.  
887 Richmond Road, Suite 100  
Ottawa  
Ontario  
K2A0G8  
Canada

<b>Title - Sujet</b> TBIPS - Commercial Portfolio Direct	
<b>Contract No. - N° du contrat</b> 47419-192246/002/EL	<b>Amendment No. - N° Modif</b> 001
<b>Client Reference No. - N° de référence du client</b> 47419-192246	<b>Date</b> 2020-04-24
<b>Requisition Reference No. - N° de la demande</b> 47419-192246	
<b>File No. - N° de dossier</b> 636el.47419-192246	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Codes</b> <b>Code(s) financier(s)</b>	
<b>GST/HST</b> <b>TPS/TVH</b>	
<b>F.O.B. - F.A.B.</b> Other - Autre Specified Herein - Précisé dans les présentes	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> CANADA BORDER SERVICES AGENCY NC Region Ottawa Ontario K1A 0L5 Canada	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Chan, Anita	<b>Buyer Id - Id de l'acheteur</b> 636el
<b>Telephone No. - N° de téléphone</b> (613) 858-9487 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Increase (Decrease) - Augmentation (Diminution)</b> \$975,875.63	
<b>Revised estimated cost</b> <b>Coût révisé estimatif</b> \$4,132,560.94	<b>Currency Type - Genre de devise</b> CAD
<b>For the Minister - Pour le Ministre</b> Morin, Sylvie	

Digitally signed by: Morin, Sylvie  
DN: CN = Morin, Sylvie C = CA O =  
GC OU = PWGSC-TPSGC  
Date: 2020.04.24 13:47:48 -04'00'



Contract No. - N° du contrat  
47419-192246/002/EL

Amd. No. - N° de la modif.  
001

Buyer ID - Id de l'acheteur  
636el

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### AMENDMENT 001

Contract Amendment is issued to:

- increase the Estimated Cost of the Contract; and
  - change the Contracting Authority of the Contract.
- 

**1. At Page 1 of the Contract, under Revised Estimated Cost, amend as follows:**

**DELETE: \$3,156,685.31**

**INSERT: \$4,132,560.94**

---

**2. At Article 7. Authorities, amend as follows:**

**DELETE clause (a) Contracting Authority in its entirety.**

**INSERT:**

**(a) Contracting Authority**

The Contracting Authority for the Contract is:

Name: Anita S Chan  
Title: Intern Officer  
Organization: Public Works and Government Services Canada  
Acquisitions Branch  
Directorate: Professional Services Procurement Directorate  
Address: 10 Wellington St, Gatineau, (Québec)  
Telephone: (613) 858-9487  
E-mail address: [anita.chan2@tpsgc-pwgsc.gc.ca](mailto:anita.chan2@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

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**ALL OTHER TERMS AND CONDITIONS OF THE CONTRACT REMAIN UNCHANGED.**



Public Works and  
Government Services - EL  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**  
Informatics Professional Services - EL  
Division/Services professionnels en informatique -  
division EL  
Terrasses de la Chaudière 4th Floor  
10 Wellington Street  
Gatineau  
Québec  
K1A 0S5

## CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended, unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du**  
**fournisseur/de l'entrepreneur**

130089535PG0001  
TPG Technology Consulting Ltd.  
887 Richmond Road, Suite 100  
Ottawa  
Ontario  
K2A0G8  
Canada

<b>Title - Sujet</b> TBIPS - Commercial Portfolio Direct	
<b>Contract No. - N° du contrat</b> 47419-192246/002/EL	<b>Amendment No. - N° Modif</b> 002
<b>Client Reference No. - N° de référence du client</b> 47419-192246	<b>Date</b> 2021-06-09
<b>Requisition Reference No. - N° de la demande</b> 47419-192246	
<b>File No. - N° de dossier</b> 609el.47419-192246	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Codes</b> <b>Code(s) financier(s)</b>	
<b>GST/HST</b> <b>TPS/TVH</b>	
<b>F.O.B. - F.A.B.</b> Other - Autre Specified Herein - Précisé dans les présentes	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> CANADA BORDER SERVICES AGENCY NC Region Ottawa Ontario K1A 0L5 Canada	
<b>Invoices - Original and two copies to be sent to:</b> <b>Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Josée Bastien	<b>Buyer Id - Id de l'acheteur</b> 609el
<b>Telephone No. - N° de téléphone</b> (613) 858-9843 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Increase (Decrease) - Augmentation (Diminution)</b> \$2,168,519.06	
<b>Revised estimated cost</b> <b>Coût révisé estimatif</b> \$6,301,080.00	<b>Currency Type - Genre de devise</b> CAD
<b>For the Minister - Pour le Ministre</b> Bastien, Josee <small>Digitally signed by Bastien, Josee Date: 2021.06.09 11:24:35 -0400</small>	

Contract No. - N° du contrat  
47419-192246/002/EL

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
629el

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## AMENDMENT 002

Contract Amendment is issued to:

- Exercise Option Period one
- increase the Estimated Cost of the Contract; and
- change the Contracting Authority and the Technical Authority of the Contract.

---

**1. At Page 1 of the Contract, under Revised Estimated Cost, amend as follows:**

**DELETE: \$4,132,560.94**

**INSERT: \$6,301,080.00**

---

**2. At Article 6. Contract Period, delete in its entirety.**

**Insert:**

**(a) Contract Period:**

The "Contract Period" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

- (i) The "Initial Contract Period", which begins on the date the Contract is awarded and ends July 5<sup>th</sup>, 2022; and
- (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

**(b) Option to Extend the Contract:**

(i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional one-year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

(ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

**3. At Article 7. Authorities, amend as follows:**

**DELETE clause (a) Contracting Authority in its entirety.**

**INSERT:**

**(a) Contracting Authority**

The Contracting Authority for the Contract is:

---

Contract No. - N° du contrat  
47419-192246/002/EL

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
629el

Name: Josée Bastien  
Title: Supply Team Leader  
Organization: Public Works and Government Services Canada  
Acquisition Branch  
Sector: Business and Technology Solutions Sector (BTSS)  
Address: 10 Wellington St, Gatineau, (Québec)  
Telephone: 613-858-9843  
E-mail address: [josee.bastien@tpsgc-pwgsc.gc.ca](mailto:josee.bastien@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

**DELETE clause (b) Technical Authority** in its entirety.

**(b) Technical Authority**

The Technical Authority for the Contract is:

Name: Franco Germano  
Title: A/Director General, Commercial Portfolio Directorate  
Organization: Canada Border Services Agency  
Address: 333 North River Road, Ottawa, Ontario K1A 0L8  
Telephone: 343-291-6147  
E-mail address: [franco.germano@cbsa-asfc.gc.ca](mailto:franco.germano@cbsa-asfc.gc.ca)

**OR**

Name: Steve Chapman  
Title: Manager, Solutions Architecture and Integration, Commercial and Corporate Service  
Management division, Projects & Service Management Directorate  
Organization: Canada Border Services Agency  
Address: 333 North River Road, Ottawa, Ontario K1A 0L8  
E-mail address: [steve.chapman@cbsa-asfc.gc.ca](mailto:steve.chapman@cbsa-asfc.gc.ca)

**OR**

Name: Neil Armstrong  
Title: Senior Program Advisor, Finance & Resource Management, "Project Control Office,  
Business Intake, and Client Relationship Management", Projects & Service Management  
Directorate  
Organization: Canada Border Services Agency  
Address: 333 North River Road, Ottawa, Ontario K1A 0L8  
E-mail address: [neil.armstrong@cbsa-asfc.gc.ca](mailto:neil.armstrong@cbsa-asfc.gc.ca)

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

Contract No. - N° du contrat  
47419-192246/002/EL

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
629el

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***ALL OTHER TERMS AND CONDITIONS OF THE CONTRACT REMAIN UNCHANGED.***



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :		47419-211212/002/EL		
Contractor Name / Nom du Contracteur :		S.I. SYSTEMS ULC		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022011053	1000369756	191020030, 2001, 30700	September 14, 2021	September 15, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :	
Reason for the Amendment / Raison pour la modification :	

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect( Systems Engineer) Level 3		English / Anglais	Secret
Work is to be performed in accordance with Annex A (Statement of Work).			
See attached / Voir pièce jointe			

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :	16-Sep-2021	Initial End Date / Date de fin initiale :	22-Jul-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage :	n/a		
Work Location(s) / Lieu(x) de travail :	Within the National Capital Region on CBSA premises		

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect ( Systems Engineer) Level 3t					\$189,000.00
Estimated Cost / Coût estimatif					\$189,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$189,000.00
Applicable Tax / Taxe					\$24,570.00
Total Estimated Cost With Tax / Cout total estimatif avec taxe					\$213,570.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme :	<input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

<p><b>NORMAN</b> Digitally signed by NORMAND DENIS Date: 2021.09.14 09:19:25 -04'00'</p>	<p><b>ALEXANDER</b> Digitally signed by ALEXANDER STEPHEN Date: 2021.09.14 07:19:11 -04'00'</p>
<p>Name of Technical Authority / Nom de l'autorité technique Signature</p>	<p>Name of Contracting Authority / Nom de l'autorité contractante Signature</p>
<p>Date</p>	<p>Date</p>

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of Authorized Person to Sign on Behalf of Contractor  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-211212/002/EL**

Contractor Name / Nom du Contracteur : **S.I. SYSTEMS ULC**

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

2022011053

1000369756

191020030, 2001, 30700

September 14, 2021

September 15, 2021

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect( Systems Engineer) Level 3		English / Anglais	Secret

Work is to be performed in accordance with Annex A (Statement of Work).

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale :

16-Sep-2021

Initial End Date / Date de fin initiale :

22-Jul-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)

Status / Statut

☐ In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :

n/a

Work Location(s) / Lieu(x) de travail :

Within the National Capital Region on CBSA premises

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect ( Systems Engineer) Level 3					\$189,000.00
Estimated Cost / Coût estimatif					\$189,000.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$189,000.00
Applicable Tax / Taxe					\$24,570.00
Total Estimated Cost With Tax / Coût total estimatif avec taxe					\$213,570.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>



### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est 250,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

<p><b>NORMAN</b> Digitally signed by NORMAND DENIS Date: 2021.09.14 09:19:25 -04'00'</p>	<p><b>ALEXANDER</b> Digitally signed by ALEXANDER STEPHEN Date: 2021.09.14 07:19:11 -04'00'</p>
--	---

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



**Purchasing Office - Bureau des achats:**

Informatics Professional Services - EL  
Division/Services professionnels en  
informatique - division EL  
Terrasses de la Chaudière 4th Floor  
10 Wellington Street  
Gatineau  
Québec  
K1A 0S5

**CONTRACT - CONTRAT**

Your proposal is accepted to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price set out therefor.

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

129925947PG0001  
S.I. SYSTEMS ULC  
170 Laurier Avenue West  
Suite 300  
Ottawa  
Ontario  
K1P5V5  
Canada  
Operating as: S.I. SYSTEMS

<b>Title - Sujet</b> RFP Omnibus 301120-310321	
<b>Contract No. - N° du contrat</b> 47419-211212/002/EL	<b>Date</b> 2021-07-23
<b>Client Reference No. - N° de référence du client</b> 47419-211212	
<b>Requisition No. - N° de la demande</b> 47419-211212	
<b>File No. - N° de dossier</b> 629el.47419-211212	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> Cost Centre:1910200030  Functional Area:30700  WBS: C00-45-20-01 Funds:2001	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b>  Specified Herein Précisé dans les présentes	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Morin, Sylvie	<b>Buyer Id - Id de l'acheteur</b> 629el
<b>Telephone No. - N° de téléphone</b> (613) 859-0761 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$2,233,902.20	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b> <b>Morin, Sylvie</b>	

Digitally signed by: Morin, Sylvie  
DN: CN = Morin, Sylvie C = CA O  
= GC OU = PWGSC-TPSGC  
Date: 2021.07.23 14:47:20 -04'00'

Contract Number:  
47419-211212/002/EL

Amendment Number:

Buyer ID:  
629EL

## 1. Requirement

- (a) S.i. Systems ULC (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements.
- (b) **Client:** Under the Contract, the "**Client**" is the Canada Border Services Agency.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Project Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

## 2. Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations where the rotation is based on the ranking obtained by the Contractor during the Bid Solicitation.
  - (iii) Canada will send the first TA to the first ranked Contractor, the second TA to the second ranked Contractor. This rotational process will be repeated for each subsequent series of TAs issued by Canada.
  - (iv) The Contractor sent a draft TA will have the time set out further below under the sub-paragraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the Contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded

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to the next-ranked Contractor. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada may, at its entire discretion request that the Contractor propose another resource and the Contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the Contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the next-ranked Contractor.

- (vi) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractor.
  - (vii) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
  - (viii) Any of the contractors may advise the Project Authority and the Contracting Authority in writing that it is unable to carry out additional tasks as a result of previous commitments under one or more TAs issued under this series of contracts, and no draft TA will be sent to that contractor until that contractor has given notice in writing to the Project Authority and the Contracting Authority that it is again available to perform additional tasks.
  - (ix) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
- (i) The Project Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
  - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
    - (A) the contract number;
    - (B) the task number;
    - (C) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
    - (D) the categories of resources and the number required;
    - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
    - (F) the start and completion dates;
    - (G) any option(s) to extend initial end date (if applicable);
    - (H) milestone dates for deliverables and payments (if applicable);
    - (I) the number of person-days of effort required;
    - (J) whether the work requires on-site activities and the location;

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- (K) the language profile of the resources required;
  - (L) the level of security clearance required of resources;
  - (M) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
  - (N) any other constraints that might affect the completion of the task.
- (e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Project Authority, within 5 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
 To be validly issued, a TA must include the following signatures:
- (i) for any TA, inclusive of revisions, with a value less than or equal to \$250,000.00 (excluding Applicable Taxes), the TA must be signed by the Project Authority and the Contractor; and
  - (ii) for any TA with a value greater than this amount, a TA must be signed by the Project Authority, the Contracting Authority and the Contractor.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TA's at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.
- (g) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
  - (ii) The quarterly periods are defined as follows:
    - (A) 1<sup>st</sup> quarter: April 1 to June 30;
    - (B) 2<sup>nd</sup> quarter: July 1 to September 30;
    - (C) 3<sup>rd</sup> quarter: October 1 to December 31; and

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(D) 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 20 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
- (B) a title or a brief description of each authorized task;
- (C) the name, Resource and level of each resource involved in performing the TA, as applicable;
- (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
- (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- (F) the start and completion date for each authorized task; and
- (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):

- (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TA's; and
- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

(i) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

### 3. Minimum Work Guarantee

(a) In this clause,

- (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
- (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).

(b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with

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sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
  - (i) for default;
  - (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
  - (iii) for convenience within ten business days of Contract award.

#### 4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

##### (a) General Conditions:

- (i) 2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
  - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
  - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

#### 5. Security Requirement

- (a) The following security requirements (SRCL Common #34 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement EN578-170432, applies to and forms part of the Contract.

**Security requirement for Canadian supplier: Public Works and Government Services Canada file Common-Professional Services Security Requirement Check List #34**

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1. The contractor must, at all times during the performance of the contract, hold a valid Facility Security Clearance at the level of **secret**, issued by the CSP of the ISS, PSPC
2. The contractor personnel requiring access to **classified** information, assets or sensitive work site(s) must **each** hold a valid personnel security screening at the level of **secret** as required, granted or approved by the CSP/ISS/PSPC
3. The contractor **must not** remove any **classified** information from the identified work site(s), and the contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are **not** to be awarded without the prior written permission of the CSP/ISS/PSPC
5. The contractor must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition)

(b) Additional Security Requirement

- (i) The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.
- (ii) If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security - Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.
- (iii) The credit check and fingerprinting\*, if required, will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian and International Industrial Security Directorate" (CIISD).
- (iv) Until the credit check, fingerprinting\* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.
- (v) \*Fees are applicable. Fingerprinting, if required, will be at the Contractor's cost.



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**6. Use of individual protective equipment and Occupational Health and Safety (OHS) guideline(s)**

- a. The Contractor must comply with Government of Canada onsite requirements in respect of individual Protective Pieces of Equipment (PPE) and adhere to Occupational Health and Safety (OHS) guidelines in force in the workplace.
- b. The Contractor will provide its resources the following individual PPE for working on site: prescribed face covering mask, gloves, and anything else that is required as a pre-requisite to entry and to work on Government of Canada premises. Canada reserves the right to modify the list of PPE and OHS guidelines, if required, to include any future recommendations proposed by the Public Health Agencies.
- c. The Contractor warrants that its resources will wear the PPE mentioned above when onsite and follow at all times the Occupational Health and Safety (OHS) guidelines in force in the workplace during the contract period. If resources are not wearing the prescribed PPE and/or are not following the Occupational Health and Safety (OHS) guidelines in force in the workplace, they will not be permitted access to government of Canada sites.

**7. Contract Period**

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

- (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends one year later; and
- (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

- (b) **Option to Extend the Contract:**

- (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 4 additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

**8. Authorities**

**(a) Contracting Authority**

The Contracting Authority for the Contract is:

Name: Sylvie Morin  
 Title: Supply Specialist  
 Public Works and Government Services Canada  
 Acquisitions Branch  
 Directorate: Professional Services Procurement Directorate  
 Address: 10 Wellington St., Gatineau, Québec  
 Telephone: (613) 859-0761  
 E-mail address: Sylvie.morin@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

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**(b) Project Authority**

The Project Authority for the Contract is:

Name: Denis Normand  
Title: Manager  
Organization: Canada Border Services Agency  
Address: 333 North River Rd, Tower A, Ottawa, ON K11 0L8  
Telephone: 343-291-6087  
E-mail address: [denis.normand@cbsa-asfc.gc.ca](mailto:denis.normand@cbsa-asfc.gc.ca)

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

**(c) Contractor's Representative**

123 Slater Street, Suite 1000  
Ottawa, ON, K1P 5H2

**9. Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

**10. Payment**

**(a) Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (iii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (iv) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General

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Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.

- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**
  - (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included
  - (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
  - (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
    - (A) when it is 75 percent committed, or
    - (B) 4 months before the contract expiry date, or
    - (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
  - (i) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
  - (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
  - (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.
- (d) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work

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associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada; and
- (iii) the Work delivered has been accepted by Canada.

(e) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Electronic Data Interchange (EDI);
- (v) Wire Transfer (International Only);
- (vi) Large Value Transfer System (LVTS) (Over \$25M)

(f) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(g) **Payment Credits**

(i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
- (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
  - (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
  - (2) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

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- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.
- (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.
- (h) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
  - (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation, closure or there are enhanced measures to restrict access to government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation, closure or restricted access.
  - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

## 11. Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original and two copies of each invoice to the Project Authority, and a copy to the Contracting Authority.

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## **12. Certifications and Additional Information**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

## **13. Federal Contractors Program for Employment Equity - Default by Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

## **14. Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

## **15. Priority of Documents**

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) General Conditions 2035 (2020-05-28), Higher Complexity - Services;
- (c) Annex A, Statement of Work, including its Appendices as follows:
  - (i) Appendix A to Annex A - Tasking Assessment Procedure;
  - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
  - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
  - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (g) the Contractor's bid dated March 03, 2021.

## **16. Foreign Nationals (Canadian Contractor)**

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

## **17. Insurance Requirements**

### **(a) Compliance with Insurance Requirements**

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable

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law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) **Commercial General Liability Insurance**

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
  - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
  - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
  - (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
  - (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
  - (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
  - (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
  - (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.

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- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:  
 Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

**18. Limitation of Liability - Information Management/Information Technology**

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
  - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
    - (B) physical injury, including death.
  - (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
  - (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.



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- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
  - (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
    - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.
  - (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.
- (c) **Third Party Claims:**
- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
  - (ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
  - (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

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## 19. Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Project Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

### Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - (B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
  - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Project Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

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- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

## 20. Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

## 21. Representations and Warranties

The Contractor made statements regarding its own and its proposed resources' experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have and maintain, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

## 22. Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "Dispute Resolution".

## 23. Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (e) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (f) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (g) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under

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"Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

- (h) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (i) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

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## **ANNEX A**

### **STATEMENT OF WORK**

#### **1. OBJECTIVE:**

The IT Integration Division requires the services of Technology Architects, Level 3 and Project Managers Level 3 on an “as and when requested basis”, to work on a number of critical and complex infrastructure projects (sometimes referred to as “Releases”) within the following context:

- Large number of stakeholders, including but not limited to business clients, application development, data management, configuration support, change and release management, security;
- Significant number of partners and vendors providing infrastructure services - in particular Shared Services Canada (SSC), the Canada Revenue Agency (CRA) and IBM;
- Complex technical landscape requiring skillsets associated with a variety of operating systems and platforms;
- High criticality, high visibility, politically-sensitive or National security related, time-driven projects;
- High availability service levels requiring experience in critical flow segregation and optimization, single point of failure (SPOF) elimination, redundancy and automated failover, fault tolerance (including temporary redirects to alternate flows) and self-healing (including temporary use of façades), design and preparation of harnesses and test-beds for end-to-end testing of critical flows, and non-disruptive infrastructure currency ever-greening cycles;
- Disaster recovery models achieved through active-configurations across geographical locations or requiring flip to alternate infrastructure within 0-4 hours (Recovery Time Objective) and no loss of data except for in-flight uncommitted transactions (Recovery Point Objective);
- Key external partner interfaces (private sector/governmental/international);
- Large number of testing environments/labs to be synchronized and retrofitted, with consistent and repeatable promotion of a full technology design from one lab to another;
- Yearly cyclic exercises to ensure infrastructure currency and vendor support for a large number of software packages and upgrading technology solutions from one version of a product to another; and
- Constantly evolving technological baseline from one platform to another e.g. from z/OS to RHEL.

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## 2. BACKGROUND:

Canada Border Services Agency (CBSA) is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

The IT Integration Division is responsible for:

- Managing infrastructure complexity by continuously exposing the point-in-time configuration for the evolving hardware, software and business systems landscape;
- Driving infrastructure designs for line-of-business projects which meet both functional and non-functional requirements (resiliency, performance, capacity planning, security);
- Producing infrastructure specifications and procedures which can be implemented, re-used, supported and maintained within the Agency; and
- Ensuring vendor support through implementation of a yearly infrastructure currency cycle for all technologies underpinning the systems.

The IT Integration Division is tasked with working concurrently on dozens of Projects/Releases per year that repeatedly require them to meet the above listed responsibilities. The resources sought do not work solely on one project but rather on a series of projects that require a specific skill set. These projects are a mix of functional line-of-business system designs and technical uplifts required to ensure service-level compliance and vendor support for the technologies in the complex CBSA landscape (internal and external ecosystems).

## 3. SCOPE OF THE WORK

The Contractor must provide IM/IT professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

The following categories will be required:

TBIPS ID	Resource Category	Level of Expertise
I.11	Technology Architect (Systems Engineer)	Level 3
I.11	Technology Architect (Capacity Management)	Level 3
I.11	Technology Architect (2 Factor Authentication)	Level 3
I.11	Technology Architect (Legacy Systems)	Level 3
I.11	Technology Architect (Development Centre Specialist)	Level 3
P.9	Project Manager	Level 3

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#### 4. TASKS

Tasks will include, but are not limited to the following:

##### **I.11 – Technology Architect – Systems Engineer (Level 3)**

- Identify the policies and requirements that drive out a particular solution;
- Analyze and evaluate options for infrastructure solutions aimed at solving a business problem;
- Ensure the integration of all aspects of technology solutions;
- Develop technology-specific standards, frameworks and strategies, in alignment with enterprise standards (e.g. backwards-compatibility, re-use);
- Make recommendations for nomenclature standards improvements;
- Provide impact analysis, direction and designs for integrating emerging technologies;
- Recommend improvements, tuning and optimizations with respect to security, resilience and performance;
- Identify infrastructure risks, such as single points of failures, and make appropriate mitigation recommendations;
- Follow and evolve engineering best practices related to load balancing and transactional integrity, capacity management (CPU, memory, storage, network bandwidth), security policy compliance (e.g. ITSG-22 zoning, authentication and authorization), availability (e.g. redundancy and failover, outage masking), and disaster recovery;
- Determine cross-platform interoperability requirements and risks (e.g. Websphere Application Server on z/OS mainframe calling services in an Oracle WebLogic container on RHEL);
- Assess the impact of infrastructure change based on ever-greening of Line-of-business (LoB) COTS and their underpinning technologies (note: often requires preparation of a compatibility matrix), including initial release note analysis followed by hands-on certification;
- Develop implementation strategies, including documenting repeatable sets of sequenced tasks aimed at aligning code, data (schema changes, data conversion and data seeding) and infrastructure during lab preparation;
- Develop testing strategies, test bed design, and test harnesses, including implementation of profiling constructs for measurement (e.g. Introscope Wily) as well as load-mimicking drivers/scripts (e.g. Apache JMeter);
- Provide subject matter expertise towards root cause analysis and resolution of incident and problem reports; and
- Provide technical support and expertise to individuals or to groups, either orally or in writing.

##### **I.11 – Technology Architect – Capacity Management (Level 3)**

- Implement the policies and requirements that drive out a particular solution;
- Implement options for infrastructure solutions aimed at solving a business problem;
- Ensure the integration of all aspects of technology solutions;
- Make recommendations for nomenclature standards improvements;
- Provide impact analysis, direction and designs for integrating emerging technologies;
- Recommend improvements, tuning and optimizations with respect to security, resilience and performance;

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- Identify infrastructure risks, such as single points of failures, and make appropriate mitigation recommendations;
- Execute engineering best practices related to load balancing and transactional integrity, capacity management (CPU, memory, storage, network bandwidth), security policy compliance (e.g. ITSG-22 zoning, authentication and authorization), availability (e.g. redundancy and failover, outage masking), and disaster recovery;
- Determine cross-platform interoperability requirements and risks (e.g. Websphere Application Server on z/OS mainframe calling services in an Oracle WebLogic container on RHEL);
- Assess the impact of infrastructure change based on ever-greening of LoB COTS and their underpinning technologies (note: often requires preparation of a compatibility matrix), including initial release note analysis followed by hands-on certification;
- Execute implementation strategies, including documenting repeatable sets of sequenced tasks aimed at aligning code, data (schema changes, data conversion and data seeding) and infrastructure during lab preparation;
- Execute testing strategies, test bed design, and test harnesses, including implementation of profiling constructs for measurement (e.g. Introscope Wily) as well as load-mimicking drivers/scripts (e.g. Apache JMeter);
- Provide subject matter expertise towards root cause analysis and resolution of incident and problem reports; and
- Provide technical support and expertise to individuals or to groups, either orally or in writing.

#### **I.11 – Technology Architect – 2 Factor Authentication (Level 3)**

- Implement the policies and requirements that drive out a particular solution;
- Implement options for infrastructure solutions aimed at solving a business problem;
- Ensure the integration of all aspects of technology solutions;
- Implement technology-specific standards, frameworks and strategies, in alignment with enterprise standards (e.g. backwards-compatibility, re-use);
- Make recommendations for nomenclature standards improvements;
- Provide impact analysis, direction and designs for integrating emerging technologies;
- Recommend improvements, tuning and optimizations with respect to security, resilience and performance;
- Identify infrastructure risks, such as single points of failures, and make appropriate mitigation recommendations;
- Follow and evolve engineering best practices related to load balancing and transactional integrity, capacity management (CPU, memory, storage, network bandwidth), security policy compliance (e.g. ITSG-22 zoning, authentication and authorization), availability (e.g. redundancy and failover, outage masking), and disaster recovery;
- Determine cross-platform interoperability requirements and risks (e.g. Websphere Application Server on z/OS mainframe calling services in an Oracle WebLogic container on RHEL);
- Assess the impact of infrastructure change based on ever-greening of LoB COTS and their underpinning technologies (note: often requires preparation of a compatibility matrix), including initial release note analysis followed by hands-on certification;
- Execute implementation strategies, including documenting repeatable sets of sequenced tasks aimed at aligning code, data (schema changes, data conversion and data seeding) and infrastructure during lab preparation;



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- Execute testing strategies, test bed design, and test harnesses, including implementation of profiling constructs for measurement (e.g. Introscope Wily) as well as load-mimicking drivers/scripts (e.g. Apache JMeter);
- Provide subject matter expertise towards root cause analysis and resolution of incident and problem reports; and
- Provide technical support and expertise to individuals or to groups, either orally or in writing.

### **I.11 – Technology Architect – Legacy Systems (Level 3)**

- Implement the policies and requirements that drive out a particular solution;
- Implement options for infrastructure solutions aimed at solving a business problem;
- Ensure the integration of all aspects of technology solutions;
- Provide impact analysis, direction and designs for integrating emerging technologies;
- Recommend improvements, tuning and optimizations with respect to security, resilience and performance;
- Identify infrastructure risks, such as single points of failures, and make appropriate mitigation recommendations;
- Follow and evolve engineering best practices related to load balancing and transactional integrity, capacity management (CPU, memory, storage, network bandwidth), security policy compliance (e.g. ITSG-22 zoning, authentication and authorization), availability (e.g. redundancy and failover, outage masking), and disaster recovery;
- Determine cross-platform interoperability requirements and risks (e.g. Websphere Application Server on z/OS mainframe calling services in an Oracle WebLogic container on RHEL);
- Assess the impact of infrastructure change based on ever-greening of LoB COTS and their underpinning technologies (note: often requires preparation of a compatibility matrix), including initial release note analysis followed by hands-on certification;
- Implement testing strategies, test bed design, and test harnesses, including implementation of profiling constructs for measurement (e.g. Introscope Wily) as well as load-mimicking drivers/scripts (e.g. Apache JMeter);
- Provide subject matter expertise towards root cause analysis and resolution of incident and problem reports; and
- Provide technical support and expertise to individuals or to groups, either orally or in writing.

### **I.11 – Technology Architect – Development Centre (Level 3)**

- Develop technical architectures, frameworks and strategies, either for the CBSA, the CBSA developer community, or for a major CBSA application area, to meet the business and application requirements;
- Identify the policies and requirements that drive out a particular solution;
- Analyze and evaluate alternative technology solutions to meet business problems;
- Ensures the integration of all aspects of technology solutions;
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- Provide information, direction and support for emerging technologies;
- Perform impact analysis of technology changes;

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- Provide support to applications and technical support teams in the proper application of existing infrastructure;
- Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements;
- Identify low-level common components and their dependencies to map their evolution for decoupling and maximum re-use, including: Constructs, key mechanisms, models, frameworks, and Portability – avoiding vendor-specific (proprietary) features;
- Design, develop, test and deploy methods (scripts, etc.) to automate the creation and testing of the code base to increase stability, efficiency and quality control;
- Provide chairing and facilitation for various technical working groups; and
- Provide training and knowledge transfer sessions to employees.

### **P.9 – Project Manager (Level 3)**

- Manage the project during the development, implementation and operations start-up by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtain approval thereof;
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- Work with a variety of project management tools;
- Facilitate project sign-off;
- Lead business requirements and modeling workshop facilitation sessions with internal and external stakeholders;
- Develop standardized tools, templates and methods for the constant training and provisioning of guidance of CBSA junior staff who are working on projects, which includes transfer of knowledge.

## **5. DELIVERABLES - ALL CATEGORIES**

The Technical documentation must be created by the contactor by using Microsoft Word, Excel, PowerPoint, Project and Visio, with templates provided by the CBSA, unless otherwise directed by the Technical Authority. The Contractor must provide the following deliverables and any other deliverables specified in the task authorization issued, which can include but are not limited to:

- System requirements specification;
- Release-driven architecture and design specification (component index, bill of materials, and wiring diagram);
- Sizing questionnaire and capacity management plan;
- Infrastructure currency technical release proposal;

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- Implementation strategy and deployment model;
  - Proof-of-concept report and exit documentation;
  - Infrastructure acceptance test cases, test plan, and test report;
  - Performance acceptance test cases, test plan, and test report;
  - Risk and issue tracking and mitigation log;
  - Incident or problem report;
  - Change or service request;
  - Standard and best practice;
  - Architectural variance request; and
  - Technical briefing and presentation.
- **Organizational/Coordination Documents:**
    - Meeting agenda;
    - Meeting minutes or meeting synopses; and
    - Facilitation notes for technical or project meetings.
  - **Research & Development Deliverables:**
    - Stakeholder consultation, including meeting preparation and facilitation;
    - Document review (e.g. reference architectures, system use cases, vendor technology roadmaps);
    - Test drivers, scripts and harnesses; and
    - Training, mentoring and knowledge-transfer to employees

## 6. TECHNICAL ENVIRONMENT

The scope of the infrastructure in use at the CBSA includes seven (7) distinct domains:

- Hardware and operating systems: IaaS provisioning through SSC and/or Cloud providers;
- Platform or middleware COTS (commercial off the shelf) services which are part of the standard national computing environment and provide foundational services, such as networking, monitoring, messaging and security;
- Line-of-business (LoB) COTS (commercial off the shelf) are software products which are integrated within an application to deliver business processes as opposed to COTS which are part of the actual computing platform;
- DBMS, data repositories and storage area networks;
- Integrated application-specific stacks based on programming language, supporting technologies and non-functional specifications (e.g. IBM Websphere Application Server for JAVA or IBM CICS for COBOL);
- Business solutions, which may include specialized peripherals, and further extends to integrated development environments (including programming tools, version control, packaging and deployment, profiling and debugging, test scripting); and
- Robust disaster recovery model requiring experience including but not limited to hardware-mirrored SAN storage, IBM GDPS, IBM HyperSWAP, and IBM HADR.

### Detailed Specialization

- IBM Websphere Application Server;
- Connectivity models (e.g. IPSec VPN, FTP, HTTPS);

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- JAVA application flows (e.g. SOAP/REST calls);
- IBM Websphere MQ; and
- Security software (e.g. Computer Associates SiteMinder)
- Concurrent Application and Technology Release model with a minimum of three (3) phases.
- Connectivity models (e.g. IPSec VPN, FTP, HTTPS);
- JAVA application flows (e.g. SOAP/REST calls);
- Security software (e.g. Computer Associates SiteMinder).

## **CBSA High Level Technical Landscape**

- **Mainframe z/OS with the following tier-1 products:**
  - IBM Websphere Application Server;
  - IBM Websphere MQ;
  - IBM CICS Transaction Gateway;
  - CA ACF2; and
  - IBM DB2.
- **UNIX/RHEL with the following tier-1 products:**
  - Oracle WebLogic Application Server;
  - Apache Web Servers;
  - SiteMinder Security Suite;
  - IBM Websphere MQ; and
  - IBM DB2 LUW.
- **MS Windows with the following tier-1 products:**
  - Microsoft Windows desktop o/s, office automation, development and productivity tools;
  - Microsoft Windows Server on x.86 hardware;
  - IBM Websphere MQ;
  - Active Directory; and
  - IBM DB2 LUW, Sybase, MS SQL Server.

## **CBSA Release Model**

The CBSA maintains a significant number of specialized labs tailored to meet specific testing objectives in the STAR (Synchronous Technology & Application Release) model. They include:

- Exploration sandboxes or research environments;
- Development or construction environments;
- Transition, staging or testing environments; and
- Production/Production Support environments.

## **7. CONSTRAINTS**

The Contractor must:

- Comply with the CBSA Internal security policies, directives, standards and guidelines at all times during the Contract;

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- Comply with the CBSA Code of Conduct;
- Not remove any Protected information/data from the CBSA premises without the proper approval of the Technical Authority, this includes USB keys, external drives and other media.

## **8. METHOD AND SOURCE OF ACCEPTANCE:**

All services rendered under the Contract are subject to inspection by the Technical *Authority*.

## **9. LANGUAGE:**

The work will be performed and delivered in English.

## **10. REPORTING REQUIREMENTS:**

Each resource must submit a weekly status report in MS Word to the Technical Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Technical Authority. The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## **11. LOCATION OF WORK:**

The work will be performed on CBSA premises located at 333 North River Road, Ottawa, Ontario, K1A 0L8 or an alternative CBSA location in the National Capital Region.

During the Covid-19 pandemic period, off site work and hours of work will be subject to CBSA and government wide direction. The intent is for the majority of the work to be performed on site at CBSA offices located in the National Capital Region while remote access may be permitted or required at the manager's discretion. Each Task Authorization will identify the work location(s). In the cases where the work is performed remotely, the resource(s) must be available for teleconference

## **12. WORKING HOURS:**

Normal working hours will be from 08:00 to 18:00 Monday through Friday where the Contractor's resources will be expected to work 7.5 hours each day between those hours. A day is defined as 7.5 hours exclusive of meal breaks.

## **13. CLIENT SUPPORT:**

CBSA will provide the resources with:

- Security access to the building;
- Workstation and network access; and

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- Access to relevant project documentation.

#### **14. ACCESSIBILITY:**

CBSA's on-site work location offers barrier-free access to, and use of, its facilities, including building entrances, elevators, washrooms, and signage.

CBSA's standards for internal and external facing applications maintain adherence to WCGAC Standards [i.e. Web Content Accessibility Guidelines developed by the World Wide Web Consortium (W3C)] "

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## APPENDIX A TO ANNEX A

### TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Project Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 2 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
  - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
  - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
  - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
  - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
  - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should

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provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contractor's quotation may be found to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Project Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.



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## APPENDIX B TO ANNEX A TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complète par le Responsable technique / Charge du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :

Contractor Name / Nom du Contracteur :

Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :

Initial End Date / Date de fin initiale :

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(S) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complète par le Contracteur et/ou le Responsable technique / Charge du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

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Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$0.00
					\$0.00
Estimated Cost / Coût estimatif					\$0.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$0.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
Name of Authorized Client / Nom du client autorisé	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
Name of the representative from the SPD of CBSA / Nom d'un représentant de la DAS de l'ASFC	Date		
Signature			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date

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**APPENDIX C TO ANNEX A**  
**RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE**  
**(SEE ATTACHED DOCUMENT)**

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## APPENDIX D TO ANNEX A CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

### 1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

\_\_\_\_\_  
 Print name of authorized individual & sign above

\_\_\_\_\_  
 Date

### 4. CERTIFICATION OF LANGUAGE - English

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The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

\_\_\_\_\_  
Print name of authorized individual & sign above

\_\_\_\_\_  
Date

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## ANNEX B BASIS OF PAYMENT

### INITIAL CONTRACT PERIOD:

Initial Contract Period (1 year) (Date of Contract award to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
I.11 Technology Architect (Systems Engineer)	Level 3	
I.11 Technology Architect (Capacity Management)	Level 3	
I.11 Technology Architect (2 Factor Authentication)	Level 3	
I.11 Technology Architect (Legacy Systems)	Level 3	
I.11 Technology Architect (Development Centre Specialist)	Level 3	
P.9 Project Manager	Level 3	

### OPTION PERIODS:

Option Period 1 (1 year) (Date of Contract award to _____)		
Resource Category	Level of Expertise	Firm Per Diem Rate
I.11 Technology Architect (Systems Engineer)	Level 3	
I.11 Technology Architect (Capacity Management)	Level 3	
I.11 Technology Architect (2 Factor Authentication)	Level 3	
I.11 Technology Architect (Legacy Systems)	Level 3	
I.11 Technology Architect (Development Centre Specialist)	Level 3	
P.9 Project Manager	Level 3	

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<b>Option Period 2 (1 year)</b> <b>(Date of Contract award to _____)</b>		
Resource Category	Level of Expertise	Firm Per Diem Rate
I.11 Technology Architect (Systems Engineer)	Level 3	
I.11 Technology Architect (Capacity Management)	Level 3	
I.11 Technology Architect (2 Factor Authentication)	Level 3	
I.11 Technology Architect (Legacy Systems)	Level 3	
I.11 Technology Architect (Development Centre Specialist)	Level 3	
P.9 Project Manager	Level 3	

<b>Option Period 3 (1 year)</b> <b>(Date of Contract award to _____)</b>		
Resource Category	Level of Expertise	Firm Per Diem Rate
I.11 Technology Architect (Systems Engineer)	Level 3	
I.11 Technology Architect (Capacity Management)	Level 3	
I.11 Technology Architect (2 Factor Authentication)	Level 3	
I.11 Technology Architect (Legacy Systems)	Level 3	
I.11 Technology Architect (Development Centre Specialist)	Level 3	
P.9 Project Manager	Level 3	

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<b>Option Period 4 (1 year)</b> <b>(Date of Contract award to _____)</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
<b>I.11 Technology Architect (Systems Engineer)</b>	<b>Level 3</b>	
<b>I.11 Technology Architect (Capacity Management)</b>	<b>Level 3</b>	
<b>I.11 Technology Architect (2 Factor Authentication)</b>	<b>Level 3</b>	
<b>I.11 Technology Architect (Legacy Systems)</b>	<b>Level 3</b>	
<b>I.11 Technology Architect (Development Centre Specialist)</b>	<b>Level 3</b>	
<b>P.9 Project Manager</b>	<b>Level 3</b>	



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## ANNEX C

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### SECURITY REQUIREMENTS CHECK LIST (SRCL)

### LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		Canada Border Services Agency	
2. Branch or Directorate / Direction générale ou Direction Information, Science and Technology Branch			
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail IT Professional Services for Technical Architects and Project Managers in support of the CBSA's business objectives			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux : \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

**13. Organization Project Authority / Chargé de projet de l'organisme**

Name (print) - Nom (en lettres moulées) Normand Denis	Title - Titre Manager - IT Engineering Section	Signature <b>NORMAN D DENIS</b>	Digitally signed by NORMAND DENIS Date: 2020.07.15 12:32:43 -04'00'
Telephone No. - N° de téléphone 343-291-6087	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Denis.Normand@cbsa-asfc.gc.ca	Date

**14. Organization Security Authority / Responsable de la sécurité de l'organisme**

Name (print) - Nom (en lettres moulées) Kavita Maharaj	Title - Titre Security Advisor	Signature <b>MAHARA J KAVITA</b>	Digitally signed by MAHARA J KAVITA DN: cn=Kavita, o=Government of Canada, ou=PERSONNEL, ou=NORMAND DENIS, email=KAVITA.J@CSC.gc.ca, serialNumber=2694176192849661 Reason: I am the author of this document. Date: 2020-07-15 06:26:52 Four-FunctionPDF version: 3.4.1
Telephone No. - N° de téléphone 604-830-7764	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Kavita.Maharaj@cbsa.gc.ca	Date 2020-07-15

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?  
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No ☐ Yes  
☐ Non ☐ Oui

**16. Procurement Officer / Agent d'approvisionnement**

Name (print) - Nom (en lettres moulées) Sylvie Morin	Title - Titre Supply Specialist	Signature <b>Morin, Sylvie</b>	Digitally signed by: Morin, Sylvie DN: cn = Morin, Sylvie C = CA O = GC OU = PWGSC-TPSGC Date: 2020.07.21 14:31:51 -04'00'
Telephone No. - N° de téléphone 613-859-0761	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel sylvie.morin@tpsgc-pwgsc.gc.ca	Date

**17. Contracting Security Authority / Autorité contractante en matière de sécurité**

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature <b>Saumur, Jacques O</b>	Digitally signed by Saumur, Jacques O DN: cn=CA, o=GC, ou=PWGSC-TPSGC, cn=Saumur, Jacques O Date: 2017.02.03 13:26:47 -05'00'
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division | Division des contrats sécurité /  
Contract Security Program | Programme de sécurité des contrats /  
Public Services and Procurement Canada | Services publics et Approvisionnement Canada  
Jacques.Saumur@tpsgc-pwgsc.gc.ca  
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TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

## APPENDIX C TO ANNEX A (Revised)

### RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization (TA) using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

#### 1.0 Mandatory Resource Assessment Criteria:

##### 1.1 Resource Mandatory Requirements - Technology Architect (Systems Engineer) – Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
M1	<p>The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, evolving business requirements or architectures into physical infrastructure implementation specifications for *medium to large projects.</p> <p>*Medium to Large projects means projects with a development and release cycle exceeding five (5) months.</p>		
M2	<p>The Contractor must demonstrate that the proposed Resource has a minimum of two (2) years of experience within the last five (5) years prior to the Draft TA issuance date, researching <u>and</u> documenting existing system topology <u>and</u> componentry.</p>		
M3	<p>The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, writing or</p>		

Name of proposed Resource: _____			
	maintaining technical specifications documentation for hardware or software being integrated into a new or evolving infrastructure.		
M4	The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience, within the last seven (7) years prior to the Draft TA issuance date, supporting a z/OS based WebSphere environment involving multiple developments, transition and production support environments, each with its own databases and connectivity to legacy systems and external interfaces.		

## 1.2 Resource Mandatory Requirements - Technology Architects (Systems Integration Capacity Management) - Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
M1	<p>The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, evolving business requirements or architectures into physical infrastructure implementation specifications for *medium to large projects.</p> <p>*Medium to Large projects means projects with a development and release cycle exceeding five (5) months.</p>		
M2	The Contractor must demonstrate that the proposed Resource has a minimum of two (2) years of experience within the last five (5) years prior to the Draft TA issuance date, designing <b>and</b> implementing technologies associated with capacity management.		

M3	The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, writing or maintaining technical specifications documentation for hardware or software being integrated into a new or evolving infrastructure.		
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### 1.3 Resource Mandatory Requirements - Technology Architect, Systems Integrators - Two-Factor Authentication Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
M1	The Contractor must demonstrate that the proposed Resource has a minimum of three (3) years of experience within the last five (5) years prior to the Draft TA issuance date, engineering IT infrastructures required for line of business applications on Microsoft Terminal Services Platform (TSP) using Citrix extensions.		
M2	The Contractor must demonstrate that the proposed Resource has a minimum of three (3) years of experience within the last five (5) years prior to the Draft TA issuance date, engineering IT infrastructures required for two-factor authentication.		
M3	<p>The Contractor must demonstrate that the proposed Resource has a minimum of three (3) years of experience within the last five (5) years prior to the Draft TA issuance date, impacting and testing <b>all</b> of the following types of IT infrastructure changes for line of business applications on Microsoft Terminal Services Platform (TSP) using Citrix extensions:</p> <ul style="list-style-type: none"> <li>• Operating System;</li> <li>• Security Patches; <b>and</b></li> <li>• Commercial-Off-The-Shelf (COTS) Software.</li> </ul>		

M4	The Contractor must demonstrate that the proposed Resource has a minimum of three (3) years of experience within the last five (5) years prior to the Draft TA issuance date, writing and maintaining technical specifications documentation for hardware or software being integrated into a new or evolving Windows or Citrix infrastructures.		
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#### 1.4 Resource Mandatory Requirements - Technology Architects – Legacy Systems - Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
M1	The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, evolving non-functional business requirements into infrastructure specifications for medium to large projects* *medium to large projects, meaning projects with a development and release cycle exceeding five (5) months.		
M2	The Contractor must demonstrate that the proposed Resource has a minimum of two (2) years of experience within the last five (5) years prior to the Draft TA issuance date, analyzing compatibility of line-of-business COTS products in relation to the platform and supporting infrastructure componentry.		
M3	The Contractor must demonstrate that the proposed Resource has a minimum of five (5) years of experience within the last ten (10) years prior to the Draft TA issuance date, writing or maintaining technical specifications documentation for hardware or software being integrated into a new or evolving infrastructure.		



## 1.5 Resource Mandatory Requirements - Technology Architects, Level 3 – Development Centre Specialist Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
<b>M1</b>	<p>The Contractor must demonstrated that the proposed resource has a minimum of seven years of experience, within the ten years prior to the Draft TA issuance date, architecting, designing, implementing and supporting JAVA Continuous Integration Systems that include all of the following:</p> <ul style="list-style-type: none"> <li>• Version Control systems;</li> <li>• Eclipse;</li> <li>• ANT/Python based build and packaging scripts, rolling builds, static code analysis;</li> <li>• JUnit test integration for large integrated systems;</li> </ul> <p>The Contractor must describe:</p> <ul style="list-style-type: none"> <li>• the build and packaging process and the tools used; and</li> <li>• the tasks performed by the proposed resource for the system</li> </ul>		
<b>M2</b>	<p>The Contractor must demonstrate that the proposed resource has a minimum of seven years' experience, within the ten years prior to the Draft TA issuance date, evaluating and recommending the use of versions and combinations of open-source frameworks for JAVA applications running on IBM z/OS mainframe environment and providing knowledge support to the application developers in the use of these frameworks.</p>		
<b>M3</b>	<p>The Contractor must demonstrate that the proposed resource has a minimum of ten years' experience, within the fifteen years prior to the Draft TA issuance date, developing architectures, designs and specifications for critical, high availability high volumes systems which implement JAVA to and from Customer Information Control System (CICS COBOL) via MQ Series message-oriented middleware.</p>		

<b>M4</b>	<p>The Contractor must demonstrate that the proposed resource has a minimum of five years of experience, within the ten years prior to the Draft TA issuance date, in the installation, configuration, performance tuning and enterprise integration of business solutions using all of the following:</p> <ul style="list-style-type: none"> <li>• WebSphere Application Server Network Deployment;</li> <li>• WebSphere Application Server;</li> <li>• WebLogic;</li> <li>• Liberty;</li> <li>• Container Technologies;</li> <li>• IBM WAS Single Sign On Technologies (LTPA) – (or similar sign-on technologies);</li> <li>• IBM MQ Series;</li> <li>• IBM Global Name Recognition and</li> <li>• IBM WebSphere Operational Decision Management for high availability and high volume systems.</li> </ul> <p>To demonstrate, the Contractor must include:</p> <ul style="list-style-type: none"> <li>• Name of project(s) and description</li> <li>• Demonstrated experience as a Technology/Software Architect and describe how the technology was put to use in the selected project</li> </ul>		
<b>M5.</b>	<p>The Contractor must demonstrate that the proposed Resource has a minimum of 10 years of experience within the last 15 years prior to the Draft TA issuance date, with the installation AND support of JAVA development software.</p>		
<b>M6</b>	<p>The Contractor must demonstrate that the proposed Resource has a minimum of 10 years of experience within the last 15 years prior to the Draft TA issuance date, engineering and troubleshooting the movement of web applications between environments/versions/platforms within each of the following elements:</p> <ul style="list-style-type: none"> <li>• <b>Element 1</b> - Moving application code from one development and testing environment to another (e.g. from a Unit Testing environment to a User Acceptance environment)</li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>Element 2</b> - Moving application code from one application server version to a different or newer application server version (e.g. from IBM WAS to Oracle WebLogic or from different versions of IBM WAS)</li> <li>• <b>Element 3</b> - Moving application code from a Windows platform to a mainframe platform</li> </ul> <p>All 3 elements do not have to come from one project.</p>		
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### 1.6 Resource Mandatory Requirements - Project Managers, Level 3

Name of proposed Resource: _____			
Criteria ID	Mandatory Requirement	Contractor's Response	
		Demonstrated Experience and Cross Reference to resume (Page #)	Met / Not Met
M1	The Contractor must demonstrate that the proposed Resource has a minimum of 5 years of experience within the last 7 years prior to the Draft TA issuance date managing a project during the development, implementation and operational phases to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.		
M2	The Contractor must demonstrate that the proposed Resource has a minimum of 5 years of experience within the last 7 years prior to the Draft TA issuance date working with Microsoft Project for the purpose of reporting against project milestones.		
M3	The Contractor must demonstrate that the proposed Resource has a minimum of 5 years of experience within the last 7 years prior to the Draft TA issuance date in the development of project-related documentation such as charters, plans and schedules.		

## 2.0 Point Rated Resource Assessment Criteria:

### 2.1 Resource Point Rated Requirements - Technology Architects - Systems Engineering - Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria	MAX Score	Point Grid	Contractor Self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R1	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, writing or maintaining, the following type of technical specifications documentation:</p> <ol style="list-style-type: none"> <li>1. <b>Configuration:</b> documentation providing lab-specific or product-specific configuration settings</li> <li>2. <b>Connectivity:</b> documentation providing specifications for interoperability in IT data exchange between two partners</li> <li>3. <b>Wiring Diagram:</b> physical implementation model of business flows through infrastructure componentry</li> <li>4. <b>Work Order:</b> change requests, stakeholder engagement, or release proposal paperwork</li> <li>5. <b>Bill of Materials:</b> comprehensive list of all technologies in play for a specific project</li> </ol> <p>Note: the same project may be used for more than one item.</p>	15	<p>One (1) point for each relevant project will be awarded for a maximum of three (3) points per item:</p> <ol style="list-style-type: none"> <li>1. Configuration</li> <li>2. Connectivity</li> <li>3. Wiring Diagram</li> <li>4. Work Order</li> <li>5. Bill of Materials</li> </ol> <p>Up to a maximum of fifteen (15) points.</p>		

#	Point Rated Criteria	MAX Score	Point Grid	Contractor Self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R2	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years, designing secure technical connections to external systems, for a minimum of 2 of the following types of connectivity:</p> <ul style="list-style-type: none"> <li>• Canadian Governmental (e.g. CBSA to RCMP)</li> <li>• Non-Governmental (e.g. CBSA to Private Sector Inc.)</li> <li>• International (e.g. CBSA to USCBP)</li> </ul> <p>The activation and termination points for the connectivity <b>must</b> be described in order for points to be allocated e.g. CBSA to RCMP.</p> <p>Note: Canadian Governmental is described as Federal or Provincial Government levels only (not Municipal).</p>	5	<p>One (1) point for each item:</p> <p><u>Canadian Governmental</u>            1 connection = 0 points            2 to 5 connections = 1 point            5+ connections = 2 points</p> <p><u>Non-Governmental</u>            1 connection = 0 points            2 to 5 connections = 1 point            5+ connections = 2 points</p> <p><u>International</u>            1+ connections = 1 point</p> <p>Up to a maximum of five (5) points.</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering designs which include the following technologies:</p> <p><b><u>Operating System Platforms</u></b></p> <ol style="list-style-type: none"> <li>1. RedHat Enterprise LINUX (RHEL) operating system platform</li> </ol> <p><b><u>JAVA Platforms</u></b></p> <ol style="list-style-type: none"> <li>2. Oracle WebLogic on RHEL</li> </ol>	10	<p>One (1) point for each item:</p> <ol style="list-style-type: none"> <li>1. RHEL</li> <li>2. WLS on RHEL</li> <li>3. DB2 on z/OS</li> <li>4. DB2 LUW</li> <li>5. Wily</li> <li>6. SiteMinder</li> <li>7. Apache</li> <li>8. Load Balancers</li> <li>9. DataPower</li> <li>10. Firewall</li> </ol>		

#	Point Rated Criteria	MAX Score	Point Grid	Contractor Self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
	<p><b><u>Supporting Technologies</u></b></p> <ol style="list-style-type: none"> <li>3. IBM DB2 on z/OS</li> <li>4. IBM DB2 LUW</li> <li>5. Computer Associates Wily Introscope monitoring software</li> <li>6. Computer Associates SiteMinder security suite</li> <li>7. Apache WebServer</li> <li>8. F5 or Cisco Load Balancers</li> <li>9. IBM DataPower</li> <li>10. Firewall (e.g. Checkpoint, Fortinet)</li> </ol> <p>The Contractor must include a description of the project in which the resource worked with the specific technology in order for points to be allocated.</p> <p>Note: the same project may be used for more than one item.</p>		Up to a maximum of ten (10) points.		
R4	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering designs on the following z/OS based WebSphere technologies:</p> <p><b><u>Operating System Platforms</u></b></p> <ol style="list-style-type: none"> <li>1. IBM z/OS mainframe operating system platform</li> </ol> <p><b><u>JAVA Platforms</u></b></p>	15	<p>Three (3) points for each item:</p> <ol style="list-style-type: none"> <li>1. IBM Z/OS</li> <li>2. WAS on z/OS</li> <li>3. WAS on RHEL</li> <li>4. MQ on z/OS</li> <li>5. MQ on RHEL</li> </ol> <p>Up to a maximum of fifteen (15) points.</p>		

#	Point Rated Criteria	MAX Score	Point Grid	Contractor Self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
	<p>2. IBM Websphere Application Server (WAS) on z/OS</p> <p>3. IBM Websphere Application Server on RHEL</p> <p><b><u>Supporting Technologies</u></b></p> <p>4. IBM Websphere MQ messaging software on z/OS</p> <p>5. IBM Websphere MQ messaging software on RHEL</p> <p>One (1) specific example of a project in which the Resource worked with the specific technology <b>must</b> be provided in order for points to be allocated.</p> <p>Note: Weblogic will not be considered as an equivalent to WebSphere. No points will be awarded for this.</p>				
R5	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, with the following documentation and modeling tools:</p> <p>1. <b>WIKI:</b> Atlassian Confluence or equivalent</p> <p>2. <b>Content Management:</b> GCDocs (OpenText) or equivalent</p> <p>3. <b>Defect Tracking:</b> Atlassian JIRA or equivalent</p> <p>4. <b>Service Management:</b> BMC Remedy</p>	5	<p>One (1) point for each item:</p> <p>1. WIKI software</p> <p>2. Content Management</p> <p>3. Defect Tracking</p> <p>4. Service Mgmt.</p> <p>5. Modeling</p> <p>Up to a maximum of five (5) points.</p>		

#	Point Rated Criteria	MAX Score	Point Grid	Contractor Self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
	<b>5. Modeling:</b> Microsoft Visio  One (1) specific example of a project in which the Resource used the tool <b>must</b> be provided in order for points to be allocated.				
	<b>Total # of points</b>	<b>50</b>			
	<b>Pass mark = 70% or # points</b>	<b>35</b>			

## 2.2 Technology Architects – Systems Integrators - Capacity Management Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated experience and Cross Reference to resume Page Number)
R1	The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, conducting the following types of capacity planning activities associated with line-of-business applications: <ol style="list-style-type: none"> <li>1. Processing (CPU or MIPS)</li> <li>2. Memory</li> <li>3. Storage</li> </ol> One (1) specific example of a project in which the Resource completed the activities <b>must</b> be provided.	15	Five (5) points for each item supported by one (1) project reference: <ol style="list-style-type: none"> <li>1. Processing (CPU or MIPS)</li> <li>2. Memory</li> <li>3. Storage</li> </ol> Up to a maximum of fifteen (15) points.		



#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated experience and Cross Reference to resume Page Number)
R2	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, designing <b>and</b> programming the following technical componentry for a capacity management program:</p> <ol style="list-style-type: none"> <li>1. <b>Data Acquisition:</b> consolidation of data feeds from various sources into a common repository</li> <li>2. <b>Data Manipulation:</b> determination of a standard data structure, data transformation, data filtering</li> <li>3. <b>Chart Generation:</b> graphical representations of the Infrastructure usage showback/chargeback metrics per line of business application</li> <li>4. <b>Graphical User Interface (GUI):</b> creation of end user charge-back or planning views, integration into a website or WIKI</li> <li>5. <b>Reports:</b> creation of canned or ad hoc reports</li> </ol> <p>One (1) specific example of a project in which the resource delivered the technical componentry <b>must</b> be provided in order for points to be allocated.</p>	10	<p>Two (2) points for each item supported by one (1) project reference:</p> <ol style="list-style-type: none"> <li>1. Data Acquisition</li> <li>2. Data Manipulation</li> <li>3. Chart Generation</li> <li>4. GUI</li> <li>5. Reports</li> </ol> <p>Up to a maximum of ten (10) points.</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to Draft TA issuance date,</p>	10	<p>One (1) point for each item supported by one (1) project reference:</p> <ol style="list-style-type: none"> <li>1. ElasticSearch</li> </ol>		

#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated experience and Cross Reference to resume Page Number)
	<p>working with the following technologies:</p> <ol style="list-style-type: none"> <li>1. ElasticSearch</li> <li>2. Kibana</li> <li>3. Logstash</li> <li>4. JSON</li> <li>5. IBM Systems Management Facilities (SMF)</li> <li>6. WordPress</li> <li>7. Drupal</li> <li>8. Graphical Database</li> <li>9. Computer Associated Wily Introscope</li> <li>10. Oracle JAVA</li> </ol> <p>One (1) specific example of a project in which the Resource worked with the specific technology <b>must</b> be provided in order for points to be allocated.</p> <p>Note: the same project may be used for more than one item.</p>		<ol style="list-style-type: none"> <li>2. Kibana</li> <li>3. Logstash</li> <li>4. JSON</li> <li>5. IBM SMF</li> <li>6. WordPress</li> <li>7. Drupal</li> <li>8. Graphical Database</li> <li>9. Wily Introscope</li> <li>10. Oracle JAVA</li> </ol> <p>Up to a maximum of ten (10) points.</p>		
R4	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, using the following documentation and modeling tools:</p> <ol style="list-style-type: none"> <li>1. <b>WIKI:</b> Atlassian Confluence or equivalent</li> <li>2. <b>Content Management:</b> GCDocs (OpenText) or equivalent</li> <li>3. <b>Defect Tracking:</b> Atlassian JIRA or equivalent</li> </ol>	5	<p>One (1) point for each item supported by one (1) project reference,</p> <ol style="list-style-type: none"> <li>1. WIKI software</li> <li>2. Content Management</li> <li>3. Defect Tracking</li> <li>4. Microsoft Visio</li> <li>5. Microsoft Project</li> </ol> <p>Up to a maximum of five (5) points.</p>		

#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated experience and Cross Reference to resume Page Number)
	4. <b>Modeling:</b> Microsoft Visio 5. <b>Planning:</b> Microsoft Project  One (1) specific example of a project in which the Resource used the tool <b>must</b> be provided in order for points to be allocated.  Note: the same project may be used for more than one item.				
	<b>Total # of points</b>	<b>40</b>			
	<b>Pass mark = 70% or # points</b>	<b>28</b>			

### 2.3 Technology Architect, Systems Integrators - Two-Factor Authentication - Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria –	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R1	The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to Draft TA issuance date, engineering the following types of terminal services implementations:  1. Connectivity to a remote Citrix backend on a Government organization's network OR on a private sector organization's network.	10	Five (5) points for each item supported by one (1) project reference.  1. Connectivity to a remote Citrix backend on a Government organization's network OR on a private sector organization's network.		

	2. Integration of an office automation suite on Citrix to a Content Management System		2. Integration of an office automation suite on Citrix to a Content Management System  Up to a maximum of ten (10) points.		
R2	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering or providing subject-matter expertise in support of the following types of 2-factor authentication (2FA) initiatives:</p> <ol style="list-style-type: none"> <li>1. Alignment of a new smart card model to driver sets of existing components</li> <li>2. Alignment of new smart card reader hardware to driver sets of existing components</li> <li>3. Integration with a card management system (e.g. QMC)</li> <li>4. Validation of compatibility with a certificate-based authenticator token management middleware client (e.g. SAC)</li> <li>5. Validation of compatibility with the storage of certificates and corresponding keys (e.g. Entrust) on tokens</li> <li>6. Validation of official languages support (e.g. French/English)</li> <li>7. Validation of Entrust Management of Trusted Root and Intermediate Certification Authorities</li> </ol>	10	<p>One (1) point for each item supported by one (1) project reference.</p> <ol style="list-style-type: none"> <li>1. Alignment of a new smart card model to driver sets of existing components</li> <li>2. Alignment of new smart card reader hardware to driver sets of existing components</li> <li>3. Integration with a card management system</li> <li>4. Validation of token management middleware client (e.g. SAC)</li> <li>5. Storage of certs and keys on tokens</li> <li>6. Official languages</li> <li>7. Entrust Management</li> <li>8. Required vs. redundant</li> <li>9. RFP preparation</li> <li>10. PoP for 2FA bids</li> </ol> <p>Up to a maximum of ten (10) points.</p>		

	<p>8. Reviewing required versus redundant certificates</p> <p>9. RFP preparation for card management systems, smart card models, readers or middleware software</p> <p>10. Proof-of-Proposal for 2FA technology vendor bids</p> <p>One (1) specific example of a project in which the Resource completed the deliverables <b>must</b> be provided in order for points to be allocated.</p> <p>Note: the same project may be used for more than one item.</p>				
R3	<p>The Contractor should demonstrate that the proposed resource has , within the last two (2) years prior to the Draft TA issuance date, completed the following engineering tasks:</p> <ol style="list-style-type: none"> <li>1. <b>Impacting:</b> determine disruption to the organization based on technological change</li> <li>2. <b>Design:</b> ensure the solution meets service level requirements (capacity, security, availability and performance)</li> <li>3. <b>Implementation Strategy:</b> analysis required to either upgrade in-place or implement in parallel followed by decommissioning</li> <li>4. <b>Change Management:</b> review change requests, participation at technical change advisory boards or committees</li> <li>5. <b>Test (unit test or healthcheck) Plan:</b> end-to-end validation of the</li> </ol>	5	<p>One (1) point for each item supported by one (1) project reference</p> <ol style="list-style-type: none"> <li>1. Impacting</li> <li>2. Design</li> <li>3. Implementation Strategy</li> <li>4. Change Management</li> <li>5. Testing</li> </ol> <p>Up to a maximum of five (5) points</p>		

	<p>solution to ensure it meets requirements, standards and service levels</p> <p>Specific examples of projects in which the Resource completed the deliverables <b>must</b> be provided in order for points to be allocated, to a maximum of two (2) projects.</p> <p>Note: the same project may be used for more than one item.</p>				
R4	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering secure 2FA and terminal services business solutions involving the following technologies:</p> <ol style="list-style-type: none"> <li>1. Locally-Connected Devices <b>and</b> Drivers</li> <li>2. CAPI Stores</li> <li>3. Virtual Serial Channels</li> <li>4. DNS</li> <li>5. Secure Remote Access (SRA)</li> <li>6. Active Directory (AD) <b>and</b> Group Policy Object (GPO)</li> <li>7. SafeNet Authentication Client</li> <li>8. Oracle JAVA Runtime Environment (JRE) v1.7+</li> <li>9. Cisco AnyConnect</li> <li>10. Managed Secure File Transfer (MSFT)</li> <li>11. Microsoft .NET Framework</li> <li>12. Adobe Reader</li> <li>13. QMC</li> <li>14. Entrust TruePass</li> </ol>	15	<p>One (1) point for each technology:</p> <ol style="list-style-type: none"> <li>1. Devices &amp; Drivers</li> <li>2. CAPI Stores</li> <li>3. Virtual Serial Channels</li> <li>4. DNS</li> <li>5. Secure Remote Access</li> <li>6. AD &amp; GPO</li> <li>7. SafeNet Authentication Client</li> <li>8. Oracle JAVA Runtime Environment (JRE) v1.7+</li> <li>9. Cisco AnyConnect</li> <li>10. MSFT</li> <li>11. .NET Framework</li> <li>12. Adobe Reader</li> <li>13. QMC</li> <li>14. TruePass</li> <li>15. PKI</li> </ol> <p>Up to a maximum of fifteen (15) points.</p>		

	<p>15. PKI</p> <p>One (1) specific example of a project where the Resource engineered a solution involving the technology <b><u>must</u></b> be provided in order for points to be allocated.</p> <p>The same project may be used for multiple items.</p>				
R5	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, with infrastructure upgrades associated with a terminal services platform completing the following analysis:</p> <ol style="list-style-type: none"> <li>1. Impact on Citrix Access Gateway (CAG)</li> <li>2. Impact on thin device usage</li> <li>3. Impact on Citrix-hosted applications</li> <li>4. Impact on published applications <b><u>and</u></b> virtual desktop</li> <li>5. Workstation Start Menu</li> </ol> <p>One (1) specific example of a project in which the Resource completed the analysis <b><u>must</u></b> be provided in order for points to be allocated.</p>	5	<p>One (1) point for each item:</p> <ol style="list-style-type: none"> <li>1. CAG</li> <li>2. Thin device usage</li> <li>3. Citrix-hosted applications</li> <li>4. Published applications and virtual desktop</li> <li>5. Workstation Start Menu</li> </ol> <p>Up to a maximum of five (5) points.</p>		
	<b>Total # of points</b>	<b>45</b>			
	<b>Pass mark = 70% or # points</b>	<b>31.5</b>			

## 2.4 Technology Architects – Legacy Systems - Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R1	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, forecasting infrastructure capacity for a line-of-business project:</p> <ol style="list-style-type: none"> <li>1. <b>Processing:</b> e.g. extrapolations based on CPU clock speed or core density, MIPS forecasts, peak usage determination</li> <li>2. <b>Memory:</b> e.g. RAM, DIMM architecture, caching requirements</li> <li>3. <b>Storage:</b> LUN allocations, SCSI disk and RAID arrays, data retention, backup and recovery</li> <li>4. <b>Thread Management:</b> e.g. throughput tuning based on parallel processing, multi-threading</li> <li>5. <b>Virtual Machine:</b> e.g. virtual machine sizing, over-allocation models</li> </ol> <p>One (1) specific example of a project in which the Resource completed the activities <b>must</b> be provided in order for points to be allocated.</p>	5	<p>One (1) point for each item supported by one (1) project reference:</p> <ol style="list-style-type: none"> <li>1. Processing</li> <li>2. Memory</li> <li>3. Storage</li> <li>4. Thread Management</li> <li>5. Virtual Machine</li> </ol> <p>Up to a maximum of five (5) points.</p>		



R2	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, completing the following activities within a release cycle involving a minimum of four phases*:</p> <ol style="list-style-type: none"> <li>1. <b>Design Signoffs:</b> landing tests and alignment to business requirement analysis prior to developers being allowed to start using the technology, recommended design to be promoted to production</li> <li>2. <b>Order to Production:</b> sequence in which products need to be promoted to production</li> <li>3. <b>Implementation Strategy:</b> technical tasks, dependencies and sequencing – includes critical path negotiations</li> <li>4. <b>Lab-Specific Configurations:</b> build book parameters tailored to development, testing, staging, production, and production support environments</li> <li>5. <b>Uplift Strategy:</b> in-place upgrade, parallel implementation or other model for ever-greening software suites or individual technologies</li> </ol> <p>One (1) specific example of a project in which the Resource completed the activities <b>must</b> be provided in order for points to be allocated.</p> <p>*The Resource <b>must</b> prove that the project solution went through at least four (4) of the following phases:</p>	10	<p>Two (2) points for each item supported by one (1) project reference-</p> <ol style="list-style-type: none"> <li>1. Design Signoffs</li> <li>2. Order to Production</li> <li>3. Implementation Strategy</li> <li>4. Lab-Specific Configurations</li> <li>5. Uplift Strategy</li> </ol> <p>Up to a maximum of ten (10) points.</p>		
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	<ul style="list-style-type: none"> <li>• <u>Pre-Development</u>: Research, Design, Proof-of-Concept, Exploration Sandbox</li> <li>• <u>Development</u>: Unit Test, Construction</li> <li>• <u>Testing</u>: Transition, User Acceptance, Quality Assurance, Staging, External Partner Validation</li> <li>• <u>Production</u>: End User</li> <li>• <u>Production Support</u>: Training, Emergency Fix, External Partner Certification</li> </ul>				
R3	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, integrating complex* suites of products into the following enterprise-level solutions:</p> <ol style="list-style-type: none"> <li>1. Master Data Management</li> <li>2. Business Rules Management System</li> <li>3. Enterprise Service Bus</li> <li>4. Data Stewardship</li> <li>5. Data Cleansing</li> </ol> <p>One (1) specific example of a project in which the Resource completed the integration <b>and</b> a list of technologies associated with the project <b>must</b> be provided in order for points to be allocated.</p> <p>Note: the same project may be used for more than one item.</p>	15	<p>Three (3) points for each item supported by one (1) project reference.</p> <ol style="list-style-type: none"> <li>1. Master Data Management</li> <li>2. Business Rules Management System</li> <li>3. Enterprise Service Bus</li> <li>4. Data Stewardship</li> <li>5. Data Cleansing</li> </ol> <p>Up to a maximum of fifteen (15) points.</p>		

	*Complex: refers to a minimum of five (5) software products integrated into the line-of-business COTS solution.				
R4	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering designs which include the following technologies:</p> <p><b><u>Operating System Platforms</u></b></p> <ol style="list-style-type: none"> <li>1. RedHat Enterprise LINUX (RHEL) operating system platform</li> </ol> <p><b><u>JAVA Platforms</u></b></p> <ol style="list-style-type: none"> <li>2. Oracle WebLogic on Solaris</li> </ol> <p><b><u>Supporting Technologies</u></b></p> <ol style="list-style-type: none"> <li>3. IBM DB2 on z/OS</li> <li>4. IBM DB2 LUW</li> <li>5. IBM DB2 AESE pureScale</li> <li>6. Computer Associates Wily Introscope monitoring software</li> <li>7. Computer Associates SiteMinder security suite</li> <li>8. Apache WebServer</li> <li>9. F5 or Cisco Load Balancers</li> <li>10. LDAP</li> </ol> <p>One (1) example of a project in which the Resource worked with the specific technology <b>must</b> be provided in order for points to be allocated.</p> <p>Note: the same project may be used for more than one item.</p>	10	<p>One (1) point for each item supported by one (1) project reference</p> <ol style="list-style-type: none"> <li>1. RHEL</li> <li>2. WLS on Solaris</li> <li>3. DB2 on z/OS</li> <li>4. DB2 LUW</li> <li>5. DB2 pureScale</li> <li>6. Wily</li> <li>7. SiteMinder</li> <li>8. Apache</li> <li>9. Load Balancers</li> <li>10. LDAP</li> </ol> <p>Up to a maximum of ten (10) points</p>		

R5	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, engineering designs on the following z/OS based WebSphere technologies:</p> <p><b><u>Operating System Platforms</u></b></p> <p>1. IBM z/OS mainframe operating system platform</p> <p><b><u>JAVA Platforms</u></b></p> <p>2. IBM Websphere Application Server (WAS) on z/OS</p> <p>3. IBM Websphere Application Server on RHEL</p> <p><b><u>Supporting Technologies</u></b></p> <p>4. IBM Websphere MQ messaging software on z/OS</p> <p>5. IBM Websphere MQ messaging software on RHEL</p> <p>One (1) specific example of a project in which the Resource worked with the specific technology <b><u>must</u></b> be provided in order for points to be allocated.</p> <p>Note: Weblogic will not be considered as an equivalent to WebSphere. No points will be awarded for this.</p>	15	<p>Three (3) points for each of the following items</p> <p>1. IBM Z/OS</p> <p>2. WAS on z/OS</p> <p>3. WAS on RHEL</p> <p>4. MQ on z/OS</p> <p>5. MQ on RHEL</p> <p>Up to a maximum of fifteen (15) points.</p>		
R6	<p>The Contractor should demonstrate that the proposed resource has experience, within the last two (2) years prior to the Draft TA issuance date, forecasting infrastructure</p>	10	<p>Number of months of experience with tool:          12 + to 18 months = 7 points</p>		

	capacity for a line-of-business project using the Broadcomm Wily Introscope product.		18 + to 24 months = <b>10</b> points		
	<b>Total # of points</b>	<b>65</b>			
	<b>Pass mark = 70% or # points</b>	<b>45.5</b>			

## 2.5 Technology Architects – Development Centre Specialist Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria	Max Score	Point Grid	Contractor Self Score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R1	<p>The Contractor should demonstrate that the proposed resource has experience, within the last ten (10) years prior to the Draft TA issuance date, installing, configuring and supporting each of the following JAVA infrastructure components:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software Architect</li> <li>• WebSphere Application Server</li> <li>• WebSphere Application Server Network Deployment</li> <li>• Floating License Server</li> <li>• MQMON</li> </ul>	25	<p>Number of years per tool</p> <p>4+ to 5 years = 1 points            5+ to 6years = 2 points            6+ to 7 years = 3 points            7+ to 8 years = 4 points            8+ years = 5 points</p> <p>Up to a max of 25 points</p>		
R2	<p>The Contractor should demonstrate that the proposed resource has five years of experience, within the last ten (10) years prior to the Draft TA issuance date, with the following tools and technologies.</p> <ol style="list-style-type: none"> <li>1. MQ Series</li> <li>2. IBM WebSphere MQ</li> <li>3. Ant Scripting</li> <li>4. CA SiteMinder</li> <li>5. SOAP Web Seviles</li> <li>6. RESTFUL Web Seviles</li> <li>7. XSLT</li> <li>8. Eclipse Plug-in development</li> <li>9. JAVAServer Faces</li> </ol>	80	<p>Number of years per tool and technologies:</p> <p>4+ to 5 years = 1 points            5+ to 6years = 2 points            6+ to 7 years = 3 points            7+ to 8 years = 4 points            8+ years = 5 points</p> <p>Up to a max of 80 points</p>		

	10. Liferay Enterprise Portals 11. IBM WebSphere Application Server developer Tools for Eclipse; 12. Cruise Control; 13. CICS Transaction Gateway; 14. Subversion; 15. Jenkins; 16. SonarQube;				
<b>R3</b>	The Contractor should demonstrate that the proposed resource has experience, within the last 10 years prior to Draft TA issuance date, in the IT industry, using each of the following tools/technologies: <ol style="list-style-type: none"> <li>1. JAVA policy files</li> <li>2. JAVA plug-in</li> <li>3. JNDI</li> <li>4. JMS</li> <li>5. J2EE</li> <li>6. DRS</li> <li>7. JNLP</li> <li>8. Name or text search engines</li> <li>9. Elixir print modules</li> <li>10. Grammar support tools</li> <li>11. Blaze business or comparable rules engines (site example)</li> <li>12. FOP/XLS</li> </ol>	60	Number of years per Tool/Technology  4+ to 5 years = 1 points 5+ to 6years = 2 points 6+ to 7 years = 3 points 7+ to 7 years = 4 points 8+ years = 5 points  Up to a max of 60 points		
<b>R4</b>	The Contractor should demonstrate that the proposed resource has experience, within the last ten (10) years prior to the Draft TA issuance date, in the development of designs	5	1+ to 2 years = 1 point 2+ to 3 years = 2 points 3+ to 4 years = 3 points 4+ to 5 years = 4 points 5+ years = 5 points		

	<p>and specifications for data access systems developed for DB2.</p> <p>The Contractor must include:</p> <ul style="list-style-type: none"> <li>• Name of project(s) and description</li> <li>• Provide a brief description of how the tool / technology was used in the selected project</li> </ul>		Up to a max of 5 points		
<b>R5</b>	<p>The Contractor should demonstrate that the proposed resource has experience, within the last ten (10) years prior to the Draft TA issuance date, working as a Technology/Software Architect under Software Development Life Cycle (SDLC) system integration principles on systems of a legislative nature or of a National Security connotation.</p>	10	<p>1+ to 3 years = 2 point            3+ to 5 years = 4 points            5+ to 7 years = 6 points            7+ to 8 years = 8 points            8+ years = 10 points</p> <p>Up to a max of 10 points</p>		
<b>R6</b>	<p>The Contractor should demonstrate that the proposed resource has experience, within the last ten (10) years prior to the Draft TA issuance date, in making application and software architecture change recommendations on IT re-engineering projects that were accepted and implemented at a government agency or department.</p>	10	<p>1+ to 2 years = 1 point            2+ to 3 years = 2 points            3+ to 4 years = 5 points            4+ to 5 years = 7 points            5+ to 6 years = 9 points            6+ years = 10 points</p> <p>Up to a max of 10 points</p>		
<b>Total</b>		<b>190</b>			
<b>Minimum Threshold (70%)</b>		<b>133</b>			



## 2.6 Project Managers, Level 3

Name of proposed Resource: _____					
#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R1	<p>The Contractor should demonstrate that the proposed resource has a valid Project Management Professional (PMP) certification from the Project Management Institute (PMI).</p> <p>To demonstrate, the Contractor should include a copy of the certification.</p>	5	<p>No valid designation = 0 points</p> <p>Valid Project Manager Professional Designation = 5 points.</p>		
R2	<p>The Contractor should demonstrate that the proposed resource has experience developing project plans, including the definition of the project scope, budget and schedule.</p>	10	<p>Less than 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>		
R3	<p>The Contractor should demonstrate that the proposed resource has experience, over and above the minimum requirement in M.2, working with Microsoft Project for the purpose of reporting against project milestones.</p>	10	<p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>		
R4	<p>The Contractor should demonstrate that the proposed resource has experience managing project risk, issues and changes.</p>	10	<p>Less than 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>		

#	Point Rated Criteria	MAX	Point Grid	Contractor self-score	Contractor Response (Demonstrated Experience and Cross Reference to resume Page Number)
R5	The Contractor should demonstrate that the proposed resource has experience interacting and communicating project status, risks and issues to senior management.	10	Less than 5 years = 0 points  5+ to 7 years = 2 points  7+ to 10 years = 5 points  10+ years = 10 points		
	<b>Total # of points</b>	<b>45</b>			
	<b>Pass mark = 70% or # points</b>	<b>31.5</b>			



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : <b>47060-187626</b>				
Contractor Name / Nom du Contracteur : <b>801X-SXX-002X-003X-003 - Tundra</b>				
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
<b>2022011281</b>	<b>1000369774</b>	<b>C-00082-20-02</b>	<b>2021-09-06</b>	<b>2021-09-13</b>

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
GIS Application Architect - Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : **29-Sep-2021** Initial End Date / Date de fin initiale : **03-Sep-2022**  
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
<b>03-Sep-2021</b>	<input type="radio"/> In Effect / en vigueur
<b>03-Sep-2022</b>	<input type="radio"/> In Effect / en vigueur
<b>03-Sep-2023</b>	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage : **n/a**

Work Location(s) / Lieu(x) de travail : **Vanier Towers, 333 North River Road** **Ontario**

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
GIS App Arch Level 3 -					\$153,547.20
Estimated Cost / Coût estimatif					<b>\$153,547.20</b>

Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie			\$0.00
HST @ 13%			\$19,961.14
Total Estimated Cost / Coût total estimatif			\$173,508.34
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Digitally signed by CARR JEFFREY Date: 2021.09.07 10:00:25 -04'00'</p>			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
Signature		Signature	
<p>Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p>Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-23 15:03:11 Foxit PhantomPDF Version: 10.0.1</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		Sep 7, 2021   08:11 PDT
<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		Date

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 09
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$71,190
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model.

#### Objective

The objective of this TA is to provide project management services to the Intelligence and Enforcement Branch's Project Delivery Division (PDD) throughout the delivery of its major projects. The PDD is responsible for the planning, delivery and management of assigned projects, including the implementation of project management processes and controls and project development activities, such as business transformation and change management, through the design, development, and implementation phases of assigned projects. All work is expected to be in line with CBSA and Treasury Board Secretariat project management policies.

#### Resource requirements

In terms of this specific requirement, CBSA requires the services of:

Number	Resource Category
	Project Leader/Executive, Senior
1	Project Manager, Senior
	Business Architect, Senior
	Business Architect, Intermediate
	Change Management Consultant, Senior
	Change Management Consultant, Intermediate
	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

The Contractor must perform the following tasks:

- Plan and coordinate project management activities including financial, planning and reporting aspects;
- Plan, direct and control the activities of a project team in order to meet project objectives for scope, costs, schedule and quality. The Project Delivery Division projects are multi-departmental, and this work includes overseeing and directing (in such a way that respects departmental mandates) the project activities of Other Government Department (OGD) partners, as appropriate;
- Develop and/or review and provide feedback on various project artefacts (e.g., project management plans, charts, tables, diagrams and presentations when required) for reporting purposes and/or to assist in identifying/resolving project issues;
- Prepares briefings, project status reports and dashboards on an ongoing basis, including gating documents and official project artefact to Treasury Board Secretariat;

- Monitor the design and implementation of the project against established goals, objectives and milestones;
- Create and maintain project risk, issue and change management plans as well as logs/registers on an ongoing basis. This includes leading ongoing risk/issue/change management and monitoring activities with CBSA and OGD partners;
- Develop and provide input into the project schedule on an ongoing basis. This includes meeting with stakeholders and other project managers, as required;
- Develop and deliver presentations and lead discussions of project progress and issues at various levels of governance committees (eg, Manager, Director, Director General, etc);
- Develop, plan, analyze, evaluate and prioritize deliverables and requirements, especially as new priority elements come into play;
- Determine and obtain budgetary requirements related to the project;
- Develop and maintain project control and reporting procedures and manage changes to plans;
- Coordinate, draft and prepare for signature formal project documents and reports; and
- Prepare transition and evaluation plans and conduct lessons learned exercises.

**Deliverables and Associated Schedule:**

Lead, coordinate and provide input into the dashboard and summary report for the project using approved templates (MS Excel and Word);	monthly basis
Update and maintain the project schedule using approved templates (MS Project, Excel, etc., as directed);	bi-weekly basis, or sooner if developments arise
Update and maintain the risk, issue and change request logs using MS Word and MS Excel;	bi-weekly basis, or sooner if developments arise
Develop the presentations and supporting documents for projet gate meetings using the approved templates (MS Powerpoint and other artefacts in MS Word and Excel);	by the dates specified in the project schedule
Develop project briefing material (eg, project plans) for executive level governance committees, and present at these committees;	as requested
Lead and coordinate meetings with project stakeholders, including the preparation and presentation of material;	on a bi-weekly basis or as meetings are held
Develop and provide progress reports to the manager;	bi-weekly basis
Develop plans, charts, tables, diagrams, dashboards and other reports presenting the status of the project;	as needed

Status and Progress Reports;	weekly basis
Ensure knowledge transfer via presentations and list of key documents.	ongoing

#### Format of deliverables

- Meetings, working groups, committees, boards with the project team as well as internal and external stakeholders.
- Documents using various Microsoft suite applications (Project, Visio, Powerpoint, Word, Excel, etc.) as well as emails via Outlook.
- Presentations for senior executives, including dashboards, risk/issue registers, presentations, and other formats as required. Includes verbal and written briefings.

#### Period of services

From: September 13, 2021

To: December 23, 2021

#### Work location

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe Street, Ottawa, ON K1A 0L8, or any other CBSA location within the National Capital Region.

#### SECTION B – Applicable Basis of Payment

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

#### SECTION C – Cost Breakdown of Task

Requisition Number:	1000357869	Cost Centre:	3330-820-40
Purchase Order:	TBC	Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00071-22-06

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Project Manager, Senior Name: Imran Siwani			\$63,000
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$63,000
HST:			\$8,190
Total:			\$71,190



## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- d. a. Direct Deposit (Domestic and International); and
- e. b. Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

**By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature  Date Sept. 7, 2021

Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC  
Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC  
Nancy Cleroux

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 09
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$71,190
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
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TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

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	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

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- Develop and/or review and provide feedback on various project artefacts (e.g., project management plans, charts, tables, diagrams and presentations when required) for reporting purposes and/or to assist in identifying/resolving project issues;
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- Develop, plan, analyze, evaluate and prioritize deliverables and requirements, especially as new priority elements come into play;
- Determine and obtain budgetary requirements related to the project;
- Develop and maintain project control and reporting procedures and manage changes to plans;
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Lead, coordinate and provide input into the dashboard and summary report for the project using approved templates (MS Excel and Word);	monthly basis
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Develop plans, charts, tables, diagrams, dashboards and other reports presenting the status of the project;	as needed

Status and Progress Reports;	weekly basis
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#### Period of services

From: September 13, 2021

To: December 23, 2021

#### Work location

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe Street, Ottawa, ON K1A 0L8, or any other CBSA location within the National Capital Region.

#### SECTION B – Applicable Basis of Payment

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

#### SECTION C – Cost Breakdown of Task

Requisition Number:	1000357869	Cost Centre:	3330-820-40
Purchase Order:	TBC	Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00071-22-06

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Project Manager, Senior Name:			\$63,000
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$63,000
HST:			\$8,190
Total:			\$71,190

## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- d. a. Direct Deposit (Domestic and International); and
- e. b. Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.


Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature  Date Sept. 7, 2021

Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC  
Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC  
Nancy Cleroux

Signature  Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Professional Services Division (ZV)/Division des  
Services Professionnels(ZV)  
Les Terrasses de la Chaudière  
10, rue Wellington, 4th floor  
Gatineau  
Quebec  
K1A0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen  
in right of Canada, in accordance with the terms and conditions  
set out herein, referred to herein or attached hereto, the goods,  
services, and construction listed herein and on any attached  
sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté  
la Reine du chef du Canada, aux conditions énoncées ou  
incluses par référence dans les présentes, et aux annexes  
ci-jointes, les biens, services et construction énumérés dans  
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This document contains a security requirement

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

874454911PG0001  
ADRM TECHNOLOGY CONSULTING GROUP CORP  
1052 St-Laurent Blvd  
Unit #2  
Ottawa  
Ontario  
K1K3B4  
Canada  
Operating as: ADRMTEC

<b>Title - Sujet</b> TSPS - Strategic Advisor	
<b>Contract No. - N° du contrat</b> 47419-208904/001/ZV	<b>Date</b> 2020-12-24
<b>Client Reference No. - N° de référence du client</b> 1000348904	
<b>Requisition No. - N° de la demande</b> 47419-208904	
<b>File No. - N° de dossier</b> 005zv.47419-208904	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> 74425  Patrick Boucher / 160000000 / 201/	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL Vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> St-Louis, Robin	<b>Buyer Id - Id de l'acheteur</b> 005zv
<b>Telephone No. - N° de téléphone</b> (613) 858-6185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$4,633,000.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b>  StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.12.24 10:29:15 -05'00'</small>	

Solicitation No. - N° de l'invitation

47419-208904

Client Ref. No. - N° de réf. du client

1000348904

Amd. No. - N° de la modif.

File No. - N° du dossier

Buyer ID - Id de l'acheteur

005zv

CCC No./N° CCC - FMS No./N° VME

## 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 7.1.1 Task Authorization

**A.** Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

**C.** TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

**E.** TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex A, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and



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005zv

CCC No./N° CCC - FMS No./N° VME

- the Contract method(s) of payment applicable to the task or revised task.

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex A; and;
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
 the resume of the proposed resource; and  
 a demonstration that the proposed resource meets:  
 the Contract security requirements;

**G.** TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

**H.** Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) ; and "Minimum Contract Value" means a fixed amount of \$5,000.00
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

**I.** Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in

Solicitation No. - N° de l'invitation

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005zv

CCC No./N° CCC - FMS No./N° VME

paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc.;
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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## J. Administration of the TA Process

The administration of the TA process will be carried out by CBSA's project authority. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.3 Security Requirement

**7.3.1** The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition).

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from Date of Contract to December 23, 2021.

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## 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Contracting Officer

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Geneviève Binet

Title: Director General

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue, Ottawa, Ontario, K1A 0L8

Telephone: 613-290-0806

E-mail address: genevieve.binet@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

Name:

Title:

ADRM Technology Consulting Group Corp.

Address: 1052 St-Laurent Blvd, Unit #2, Ottawa, Ontario, K1K 3B4

Telephone:

E-mail address:

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## 7.6 Payment

### 7.6.1 Basis of Payment

#### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.6.2 Canada's Total Liability

#### Limitation of Expenditure - Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ 4,100,000.00. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure,

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whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **7.6.3 Method of Payment**

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International); and
- b. Wire Transfer (International Only).

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

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## 2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment; and  
OR
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2018-06-21), General Conditions - Higher Complexity - Services;
- (c) Annex A Statement of Work;
- (d) Annex B Basis of Payment;
- (e) Annex C Security Requirements Check List;
- (f) Annex D Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Contractor's Supply Arrangement E60ZT-18TSPS; and
- (i) the Contractor's bid dated February 3, 2020.

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## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 Additional Resources

The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

### Additional Resources Process

1. The Project Authority will provide the Contractor with the request to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the Attachment 1 to Part 4, Flexible Grid and the Attachment 2 to Part 4, Technical Criteria. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.



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## ANNEX A, STATEMENT OF WORK

### 1. Title

Advisory services to support the Canada Border Services Agency (CBSA) and its Chief Transformation Officer in the stewardship and delivery of a suite of enterprise-wide transformational projects and activities.

### 2. Objective

The objective is to establish a high level road map and performance measurement framework in support of the Agency's transformation vision and strategy, and to provide project management support when required to specific projects from the portfolio of the transformation related projects.

Success in this regard will be defined by the ability of the CBSA to:

- a. Organize, manage, and drive the Agency's transformation related projects in an integrated fashion;
- b. Establish a transformation performance measurement framework with outcomes and indicators; and,
- c. Assist in the management and delivery of specific transformation projects by providing advisory services.

### 3. Background

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Chief Transformation Officer (CTO) Branch was created at the start of 2018-19 with a mandate to provide overarching leadership on the Agency's journey to transform, renew and modernize its business processes. This includes setting strategic direction and priorities and identifying the interdependencies and sequencing of the various strategic and tactical initiatives across the organization.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model. The CTO has a need for a coherent storyline, unified vision and an implementation roadmap for modernization that takes into account in-flight and planned activities, while highlighting interdependencies and potential gaps. The CTO also has a need for advice and expertise on the further development and implementation of vision and an implementation roadmap for modernization.

Additionally, the CTO may require on-demand advice related to business process change and re-engineering advice to support management and delivery of individual projects within the portfolio of transformation activities.

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## 4. Scope

The Office of the CTO will require support throughout the delivery of its transformational strategy and associated projects, initiatives and activities. Services from the Contractor may include the provision of resources to support and supplement the Office of the CTO by way of project management, business process re-engineering, change management, and/or performance measurement services.

## 5. Tasks and Deliverables

The actual scope of the specific work will be detailed in a TASK Authorization (TA).

Contracted individuals would work with the Director, Transformation Delivery, within the CTOB to lead a task team, consisting of consultants and CBSA employees who will be dedicated to the following tasks and the development and iteration of the following deliverables identified below.

Tasks:

- Project manage the task team.
- Consult with senior executives from across the agency to ensure requirements and expectations are well understood and reflected in the deliverables as required.
- Facilitate workshops with stakeholders from across the Agency to solicit input on the direction and structure of the transformation program and the key deliverables.
- Review and analyze existing transformation strategies and plans.
- Review and analyze existing transformation project plans and associated documents.
- Prepare and present a transformation storyline and briefing materials to executives as required.
- Prepare deliverables and ensure outputs are cohesive and compelling.
- Provide strategic advisory services to the executives in the CTOB as required.

Deliverables may include:

- Logic Model
- Results framework
- Prioritization framework
- Transformation Program Registry
- Graphical representation of dependencies and interrelationships
- Operational Delivery model
- Integrated Plan
- Transformation Office Concept of Operations
- Storyline Deck

Additionally, CBSA may require the following resources in support of the CBSA transformational activities and projects. Call-up of resources will be done through the issuance of Task Authorizations (TAs) in which details of specific level of effort and deliverables will be agreed to. These activities are expected to include:

### Project Leader/Executive, Senior

CBSA requires the services of a Project Leader/Executive to support the CBSA transformation portfolio of projects and project teams. The Project Leader/Executive must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

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- Provide oversight to the active engagement of stakeholders and change management in the successful implementation of the identified projects.
- Development of strategic portfolio and project documents, including, but not limited to, strategies and plans, charters, risk mitigation strategies, and roadmaps;
- Recommend the readiness for approval of each project charter and project management plan;
- Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and,
- Provide strategic advice and guidance to CBSA senior executives via presentations on the effective management and execution of the transformation agenda.

Deliverables will be specified at time of the issuance of the TA but could include:

- A work plan for the activities to be undertaken;
- Report on activities undertaken including the following:
- Activities completed within the reporting period;
- Planned activities for the next reporting period;
- Risks/issues that will require the attention of the Project Authority; and
- Corrective actions required.

#### Project Manager, Senior

CBSA requires the services of a Project Manager to support the CBSA transformation portfolio of projects and project teams. The Project Manager must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Develop and produce key project phases / deliverables
- Project plans, status updates and presentations as required
- Other deliverables related to this role as required by the Project Authority
- Develop and produce integrated project plans
- Create Key Performance Indicators (KPIs)
- Provide advice, support on the development of project plans for Functional Leads of the nine business functions
- Develop and produce dashboards and program monitoring tools
- Create and develop reports that include lessons learned
- Support the Project Authority by developing presentations and briefing material intended for senior CBSA management

Deliverables will be specified at time of the issuance of the TA but could include:

- Manage the project during the development, implementation and startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve problems, and obtain necessary approvals
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meet in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools

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- Project sign-off

#### Business Architect, Senior

CBSA requires the services of a Business Architect to provide leadership in the approach and management of CBSA's transformation. The Business Architect must provide an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead the business transformation architecture activities;
- Provide strategic advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.
- Lead in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Responsible for the analysis of the current state business processes and development of future state business process models
- Identify opportunities for performance improvement
- Conduct change impact assessments
- Development implementation and change management plans
- Lead teams through program and service design engagements
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation
- Provide knowledge transfer, coaching and/or training to CBSA staff as required.

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Architect, Intermediate

CBSA requires the services of a Business Architect to provide support in the approach and management of CBSA's transformation. The Intermediate Business Architect supports the Senior Business Architect and provides an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support the business transformation architecture activities;
- Provide advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.

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- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
  - Analyze current state business processes and develop future state business process models
  - Identify opportunities for performance improvement
  - Conduct change impact assessments
  - Development implementation and change management plans
  - Support teams through program and service design engagements
  - Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Change Management Consultant Senior

CBSA requires the services of Change Management Consultants to support the CBSA Transformation. The primary requirement is to support the people side of change, creating a structured change management implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- Create specific change management plans with respect to training and orientation of employees for each major change/project;
- Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- Conduct an assessment of change impact and requirements;
- Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- Develop a change management and communications strategy and plan for each project; and
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.
- Act in a senior advisory capacity to significantly increase the strategic nature and quality of change management and communications activities across all key stakeholder groups;
- Provide expert change management, communications and stakeholder engagement leadership for the project;

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- Develop readiness assessment, gap analysis and management action plan for projects;
  - Assist with organizational needs assessment and planning strategic change interventions and mitigation strategies to meet change objectives and goals, including establishing and supporting change agent networks internal or external to CBSA;
  - Develop Change Sponsorship and Leadership competency-development strategies working in close collaboration with executive sponsors making linkages to existing leadership development models being used at CBSA;
  - Lead and support the development of various communications and engagement products, including presentations, communiqués, announcements, briefings, speaking points, questions and answers, web content, press releases, social media updates;
  - Align the communication plans with the overall change management strategy;
  - Review and assess existing communications collateral and provide clear recommendations on improvements;
  - Coach leaders to help them work through the implications of change and to become effective leaders and sponsors of change;
  - In support of the change leadership plan, attend CBSA Senior Executive, as well as other meetings, as required and support and engage senior leaders, managers and supervisors, to fulfill the role of change sponsor to help their direct reports through transitions;
  - Develop and implement processes to measure the effectiveness of change management and leadership efforts to ensure measurable improvements in managing and leading change and its impact on stakeholders in transformation initiatives. As part of this work, support the development of and maintain People Readiness assessments for transformation programs – both from a client and CBSA perspective, in collaboration with the Chief Transformation Officer Branch;
  - Provide executive advice to the President, CTO, Vice Presidents and Directors General on strategy for engaging senior government officials and positioning the CBSA Renewal Project's new service delivery model;
  - Develop project-specific change management, communications and engagement plans and key messages based on diagnostic and gap identification;
  - Develop the overarching change management, communications and engagement strategy and key messages;
  - Design and implement communications activities that are aligned to existing CBSA management frameworks and project plans in continuing support of CBSA's transformation agenda;
  - Develop presentations and other products for senior management and stakeholder groups as required.
  - Provide guidance and oversight to CBSA Renewal change management, communications and engagement activities and processes.

Deliverables will be specified at time of the issuance of the TA but could include:

- Development and delivery of a change management plan;
- Interview guides and supporting workshop materials;
- A change impact assessment including a comprehensive stakeholder analysis;
- A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;
- Executive and staff level presentations for regular communications and product launch purposes; and
- Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.

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### Change Management Consultant Intermediate

This resource will provide change management and stakeholder engagement support to the CTOB and to CBSA Renewal initiatives, as coordinated by the CTOB.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Provide assistance to the Project Authorities for the scheduling of change management and change leadership activities, change management deliverables and their dependencies into the Project Schedules.
- Develop, prepare and maintain the following deliverables according to the Project Schedules:
  - Change management strategies;
  - Change Leadership Strategy
  - Change management plans;
  - Stakeholder assessments;
  - Change impact assessments;
  - Stakeholder engagement strategies;
  - Stakeholder engagement plans;
  - Communications strategies
  - Communications action plans
  - Partners and clients organizational capacity assessments;
  - Partners and clients organizational readiness assessments and plans;
  - Workforce management strategy and other departmental and government wide initiatives supporting people (such as Beyond 2020 and PSES);
  - Engagement reporting; and
  - Change management toolkits.
- Ensure the change initiatives are scheduled in the forward agendas of the various CBSA Governance bodies, progress tracked, monitored and approved, as needed
- Support any Change Agent Network or stakeholder-related meetings (logistics and management) for both partner and CBSA-led.
- Develop presentations for CBSA Governance bodies and ensure governance requirements and milestones are integrated into stakeholder engagement deliverables.
- Develop presentations to communicate findings, options, approaches and solicit decisions from executives, as required.
- Plan, coordinate and execute stakeholder engagement events, including but not limited to planning, facilitating, and reporting.
- Lead and support the development of various stakeholder engagement products including presentations, communiqués, announcements, briefings, speaking points, questions and answers, internet/intranet content, press releases, social media updates;
- Support coordination of communications and engagement activities.

### Business Process Consultant, Senior

CBSA requires the services of a Business Process Consultant to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Consultant must work closely with project authorities, business leads, and the project teams to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Consultant must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

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Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Review existing business processes and identify potential processes for streamlining;
- Provide recommendations to processes based on analysis of current processes and business needs;
- Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Process Consultant, Intermediate

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Analyse business functional requirements to identify information, procedures and decision flows in order to optimize, streamline and accrue benefits for the CBSA
- Using business, workflow and organizational software tools
- Mapping existing processes and developing and mapping recommended new processes and changes as they relate to the Renewal/ Transformation Initiative

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Consultant, Senior

CBSA requires the services of a Business Consultant at the Senior level to provide leadership in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead program and service design activities;
- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)



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- 
- Business process documentation
  - Change management documentation
  - Facilitated workshops (including all plans and materials)

#### Business Consultant, Intermediate

CBSA requires the services of a Business Consultant at the Intermediate level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)
- Business process documentation
- Change management documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Consultant, Junior

CBSA requires the services of a Business Consultant at the Junior level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Assist program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Development implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)

## **6. Acceptance Criteria of Deliverables**

All deliverables shall be done with Microsoft Suite products, such as MS Project, MS Word, MS Excel and MS PowerPoint, Adobe Acrobat or other formats as mutually agreed upon by the supplier and the Project Authority.

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Deliverables will use plain language and messaging adapted for their intended audience.

## 7. Reporting Requirements

When a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Project Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Project Authority.

The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## 8. Change Management Procedures

No increase in the total liability of Canada or in the price of Work resulting from any design changes, modifications or interpretations of specifications, made by the Contractor, will be authorized or paid to the Contractor unless such changes, modifications or interpretations, have been approved, in writing, by the Contract Authority, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded, unless an increase is authorized by the Contract Authority.

## 9. Client Support

At no time is CBSA classified data to be accessed to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted. The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the Contract.

CBSA's classified data is not to be removed from CBSA sites, nor will access to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These are core hours and are not representative of the Contractor's work day. All proposed personnel could be asked to be available to work outside normal office hours during the duration of the Contract. The Project Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## 10. Travel

Travel within the National Capital Region (NCR) will not be reimbursed.

## 11. Language

The primary language of work is English; however work may be conducted in either Official Language (English and/or French). All final deliverables will be in both official languages. The Contractor must also be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages when specified in the specific Task Authorizations.

## 12. Work Location

The work will be primarily in the National Capital Region (NCR). Work locations will vary across the NCR depending on the requirement. The Contractor's resources may be required to work onsite at CBSA site offices or Contractor's offices or by tele/videoconference depending on the Task Authorization issued.

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## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From Contract Award to December 23, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Professional Fees

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
1	<b>Contract Period 1: From Contract Award to December 23, 2021</b>	
1a	3.3 Project Leader/Executive - Senior	
1b	3.2 Project Manager - Senior	
1c	2.8 Business Architect - Senior	
1d	2.8 Business Architect - Intermediate	
1e	2.6 Change Management Consultant – Senior	
1f	2.6 Change Management Consultant – Intermediate	
1g	2.5 Business Process Consultant – Senior	
1h	2.5 Business Process Consultant – Intermediate	
1i	2.5 Business Consultant – Senior	
1j	2.5 Business Consultant – Intermediate	
1k	2.5 Business Consultant – Junior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$4,100,000.00**

### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### 1.0 Extended Contract Period (From expiry of Contract Period 1 to 2 years later)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
2	<b>Option Period 1: From expiry of Contract Period 1 to one year later</b>	
2a	3.3 Project Leader/Executive - Senior	
2b	3.2 Project Manager - Senior	
2c	2.8 Business Architect - Senior	

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2d	2.8 Business Architect - Intermediate		
2e	2.6 Change Management Consultant – Senior		
2f	2.6 Change Management Consultant – Intermediate		
2g	2.5 Business Process Consultant – Senior		
2h	2.5 Business Process Consultant – Intermediate		
2i	2.5 Business Consultant – Senior		
2j	2.5 Business Consultant – Intermediate		
2k	2.5 Business Consultant – Junior		

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
3	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>	
3a	3.3 Project Leader/Executive - Senior	
3b	3.2 Project Manager - Senior	
3c	2.8 Business Architect - Senior	
3d	2.8 Business Architect - Intermediate	
3e	2.6 Change Management Consultant – Senior	
3f	2.6 Change Management Consultant – Intermediate	
3g	2.5 Business Process Consultant – Senior	
3h	2.5 Business Process Consultant – Intermediate	
3i	2.5 Business Consultant – Senior	
3j	2.5 Business Consultant – Intermediate	
3k	2.5 Business Consultant – Junior	

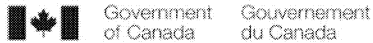
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## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

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### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS CÔTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO					COMSEC				
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											CONFIDENTIAL	SECRET	TOP SECRET			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) SUSAN CHAMBERS	Title - Titre D.O. CTOB	Signature <i>[Signature]</i>	Date 20-Dec 18
Telephone No. - N° de téléphone 613-952-2933	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel susan.chambers@csa-asfc.gc.ca	Date
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Stephane LeFortune	Title - Titre Security Specialist	Signature <i>[Signature]</i>	Date 1/1/2018
Telephone No. - N° de téléphone 343-891-7716	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel stephane.lefortune@csa-asfc.gc.ca	Date
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No <input type="checkbox"/> Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn = StLouis, Robin D = CA O = GC OU = PWOSC, TPSGC Date: 2018.12.24 08:22:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by Saumur, Jacques O DN: cn = SA, ou = GC, ou = PWOSC-TPSGC, ou = Saumur, Jacques O Date: 2017.07.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SCF 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Solicitation No. - N° de l'invitation

47419-208904

Client Ref. No. - N° de réf. du client

1000348904

Amd. No. - N° de la modif.

File No. - N° du dossier

Buyer ID - Id de l'acheteur

005zv

CCC No./N° CCC - FMS No./N° VME

## ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s. 1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
 Quebec Regional Office (Ottawa),  
 Department of Justice,  
 284 Wellington Street, Room SAT-6042,  
 Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
 Civil Litigation Section,  
 Department of Justice  
 234 Wellington Street, East Tower

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Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>		At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>		Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

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**005zv**  
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## SECTION A – Task Description of the Work Required [Instructions for Section A](#)

## SECTION B – Applicable Basis of Payment [Instructions for Section B](#)

## SECTION C - Cost Breakdown of Task [Instructions for Section C](#)

## SECTION D- Applicable Method of Payment [Instructions for Section D](#)

## Authorization - Authorization

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
 Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor  
 Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-208904/001/ZV
<b>Task Authorization (TA) Number</b>	TA 10
<b>Contractor's Name and Address</b>	
ADRM TECHNOLOGY CONSULTING GROUP CORP 1052 St-Laurent Blvd, Unit #2 Ottawa, Ontario K1K3B4 Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$71,190
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) in the contract.	
Remarks: Secret Clearance required.	

## Required Work

### SECTION A – Task Description of the Work Required

#### Background:

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model.

#### Objective

The objective of this TA is to provide change management consulting services to the Intelligence and Enforcement Branch's Project Delivery Division (PDD) throughout the delivery of its major projects. The PDD is responsible for the planning, delivery and management of assigned projects, including the implementation of project management processes and controls and project development activities, such as business transformation and change management, through the design, development, and implementation phases of assigned projects. All work is expected to be in line with CBSA and Treasury Board Secretariat project management policies.

#### Resource requirements

In terms of this specific requirement, CBSA requires the services of:

Number	Resource Category
	Project Leader/Executive, Senior
	Project Manager, Senior
	Business Architect, Senior
	Business Architect, Intermediate
1	Change Management Consultant, Senior
	Change Management Consultant, Intermediate
	Business Process Consultant, Senior
	Business Process Consultant, Intermediate
	Business Consultant, Senior
	Business Consultant, Intermediate
	Business Consultant, Junior

#### Tasks

- Analyze and develop business critical success factors related to the transformation brought about by the project;
- Design interventions aimed at improving organizational effectiveness through system-centered change;
- Develop and implement change management strategies, plans, and frameworks;
- Identify change management tools and approaches consistent with organizational guidelines for change management;
- Provide expertise, guidance and coaching to build project capacity to make effective use of change management strategies and related tools;
- Design and conduct a change readiness assessment in order to plan and carry out a change management strategy;
- Articulate the purpose of change in a manner that makes sense to users and provides a compelling picture of the new organization;

- Train and coach users on the change as well as the value of their contribution within the new organization;
- Develop performance measurement/evaluation frameworks;
- Evaluate the effectiveness of the change management initiative, including monitor/report on change adoption by users; and
- Create presentations and present to various stakeholders, and facilitate meetings and discussions.

**Deliverables and Associated Schedule:**

Develop and finalize the project Change Management Strategy	By the dates specified in the project schedule.	
Develop and finalize the project Change Management Plan.	By the dates specified in the project schedule.	
Develop revised performance measurement/evaluation frameworks.	By the dates specified in the project schedule.	
Lead stakeholder/user engagement sessions to assess receptiveness and readiness to change.	By the dates specified in the project schedule.	
Lead, coordinate, and monitor the operationalization of the Change Management Plan.	By the dates specified in the project schedule.	
Train and coach users.	By the dates specified in the project schedule.	
Status and Progress Reports.	Weekly	

**Format of deliverables**

- Workshops, focus groups, working sessions, meetings with project delivery team
- Documents using various Microsoft suite applications (Powerpoint, Word, Excel, etc.) as well as emails via Outlook.
- Presentations for Senior executives. Includes verbal and written briefings.

**Period of services**

From: September 13, 2021

To: December 23, 2021

**Work location**

Contractor may be asked to work or attend meetings at CBSA offices at 100 Metcalfe St, Ottawa, ON, K1A 0L8, or any other CBSA location within the National Capital Region.

**SECTION B – Applicable Basis of Payment**

Refer to the Contract Annex B, Basis of Payment. TA is subject to a limitation of expenditure.

**SECTION C – Cost Breakdown of Task**

Requisition Number: **1000357870**

Cost Centre: **3330-820-40**

Purchase Order:		Fund:	2001
Outline Agreement:	474198904	WBS (if applicable):	C-00071-22-06

Category and Name of Resource	Firm Per Diem Rate	Estimated # of Days	Total Cost
Category: Change management consultant, Senior Name: Sylvie Pepin			\$63,000
Category: Name:			
Category: Name:			
Category: Name:			
Subtotal Professional Fees:			\$63,000
HST:			\$8,190
Total:			\$71,190

## SECTION D – Applicable Method of Payment

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- all such documents have been verified by Canada;
- the Work performed has been accepted by Canada.

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- Direct Deposit (Domestic and International); and
- Wire Transfer (International Only).

Refer to the Contract section 7.7 for invoicing instructions. Original and two copies to be sent to [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca).

## Authorization - Authorization

By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de SPAC ou, s'il y a lieu, les deux, atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority – Nom du chargé de projet  
Geneviève Binet

Signature  Date Sept. 7, 2021

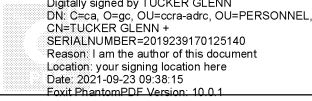
Name of PSPC Contracting Authority – Nom de l'autorité contractante de SPAC



Robin St-Louis

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of Contracting Authority for CBSA – Nom de l'autorité contractante de l'ASFC  
Nancy Cleroux

Signature **TUCKER  
GLENN**  Date \_\_\_\_\_

Digitally signed by TUCKER GLENN  
DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL,  
CN=TUCKER GLENN +  
SERIALNUMBER=2019239170125140  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-09-23 09:38:15  
Foxit PhantomPDF Version: 10.0.1

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor – Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

**Purchasing Office - Bureau des achats:**

Professional Services Division (ZV)/Division des  
Services Professionnels(ZV)  
Les Terrasses de la Chaudière  
10, rue Wellington, 4th floor  
Gatineau  
Quebec  
K1A0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen  
in right of Canada, in accordance with the terms and conditions  
set out herein, referred to herein or attached hereto, the goods,  
services, and construction listed herein and on any attached  
sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté  
la Reine du chef du Canada, aux conditions énoncées ou  
incluses par référence dans les présentes, et aux annexes  
ci-jointes, les biens, services et construction énumérés dans  
les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This document contains a security requirement

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

874454911PG0001  
ADRM TECHNOLOGY CONSULTING GROUP CORP  
1052 St-Laurent Blvd  
Unit #2  
Ottawa  
Ontario  
K1K3B4  
Canada  
Operating as: ADRMTEC

<b>Title - Sujet</b> TSPS - Strategic Advisor	
<b>Contract No. - N° du contrat</b> 47419-208904/001/ZV	<b>Date</b> 2020-12-24
<b>Client Reference No. - N° de référence du client</b> 1000348904	
<b>Requisition No. - N° de la demande</b> 47419-208904	
<b>File No. - N° de dossier</b> 005zv.47419-208904	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Financial Code(s) Code(s) financier(s)</b> 74425  Patrick Boucher / 160000000 / 201/	<b>GST/HST TPS/TVH</b> <input type="checkbox"/> <input type="checkbox"/>
<b>F.O.B. - F.A.B.</b> Destination	
<b>GST/HST - TPS/TVH</b> See Herein - Voir ci-inclus	<b>Duty - Droits</b> See Herein - Voir ci-inclus
<b>Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	
<b>Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:</b> CANADA BORDER SERVICES AGENCY 2E ETAGE, #260-01 105, RUE MCGILL Vendors-fournisseurs@cbsa-asfc.gc.c MONTREAL Quebec H2Y2E7 Canada	
<b>Address Enquiries to: - Adresser toutes questions à:</b> St-Louis, Robin	<b>Buyer Id - Id de l'acheteur</b> 005zv
<b>Telephone No. - N° de téléphone</b> (613) 858-6185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Total Estimated Cost - Coût total estimatif</b> \$4,633,000.00	<b>Currency Type - Devise</b> CAD
<b>For the Minister - Pour le Ministre</b>  StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.12.24 10:29:15 -05'00'</small>	

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## 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 7.1.1 Task Authorization

**A.** Work described at Annex A, Statement of Work will be performed under the Contract on an "as and when requested basis".

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

**C.** TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) not being exceeded.

**E.** TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex A, Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and

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- the Contract method(s) of payment applicable to the task or revised task.

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex A; and;
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
 the resume of the proposed resource; and  
 a demonstration that the proposed resource meets:  
 the Contract security requirements;

**G.** TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

**H.** Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs) ; and "Minimum Contract Value" means a fixed amount of \$5,000.00
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

**I.** Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in

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paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc.;
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes included;
- the start and completion date of the task (as last revised, as applicable); and
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

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## J. Administration of the TA Process

The administration of the TA process will be carried out by CBSA's project authority. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 7.2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.3 Security Requirement

**7.3.1** The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition).

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The period of the Contract is from Date of Contract to December 23, 2021.

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## 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Contracting Officer

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Geneviève Binet

Title: Director General

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue, Ottawa, Ontario, K1A 0L8

Telephone: 613-290-0806

E-mail address: genevieve.binet@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

Name:

Title:

ADRM Technology Consulting Group Corp.

Address: 1052 St-Laurent Blvd, Unit #2, Ottawa, Ontario, K1K 3B4

Telephone:

E-mail address:

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## 7.6 Payment

### 7.6.1 Basis of Payment

#### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.6.2 Canada's Total Liability

#### Limitation of Expenditure - Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ 4,100,000.00. Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure,



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whichever comes first.

- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### **7.6.3 Method of Payment**

For the Work specified in an authorized TA subject to a limitation of expenditures:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

A9117C (2007-11-30), T1204 - Direct Request by Customer Department

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International); and
- b. Wire Transfer (International Only).

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

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## 2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment; and  
OR
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2018-06-21), General Conditions - Higher Complexity - Services;
- (c) Annex A Statement of Work;
- (d) Annex B Basis of Payment;
- (e) Annex C Security Requirements Check List;
- (f) Annex D Insurance Requirements;
- (g) the signed Task Authorizations (including all of its annexes, if any);
- (h) Contractor's Supply Arrangement E60ZT-18TSPS; and
- (i) the Contractor's bid dated February 3, 2020.

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## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 Additional Resources

The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

### Additional Resources Process

1. The Project Authority will provide the Contractor with the request to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the Attachment 1 to Part 4, Flexible Grid and the Attachment 2 to Part 4, Technical Criteria. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

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## ANNEX A, STATEMENT OF WORK

### 1. Title

Advisory services to support the Canada Border Services Agency (CBSA) and its Chief Transformation Officer in the stewardship and delivery of a suite of enterprise-wide transformational projects and activities.

### 2. Objective

The objective is to establish a high level road map and performance measurement framework in support of the Agency's transformation vision and strategy, and to provide project management support when required to specific projects from the portfolio of the transformation related projects.

Success in this regard will be defined by the ability of the CBSA to:

- a. Organize, manage, and drive the Agency's transformation related projects in an integrated fashion;
- b. Establish a transformation performance measurement framework with outcomes and indicators; and,
- c. Assist in the management and delivery of specific transformation projects by providing advisory services.

### 3. Background

The CBSA is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. The CBSA is faced with both increasing border volumes and increasing complexity in its operating environment. These external drivers require a shift in the Agency's operating model towards risk-based compliance and the use of emerging technology to expedite the flow of legitimate goods and people and more precisely identify higher risk transactions for greater scrutiny.

The Chief Transformation Officer (CTO) Branch was created at the start of 2018-19 with a mandate to provide overarching leadership on the Agency's journey to transform, renew and modernize its business processes. This includes setting strategic direction and priorities and identifying the interdependencies and sequencing of the various strategic and tactical initiatives across the organization.

The Agency has a transformation vision and high-level strategy, along with several in-flight and recently approved projects that will begin to shift the Agency's operating model. The CTO has a need for a coherent storyline, unified vision and an implementation roadmap for modernization that takes into account in-flight and planned activities, while highlighting interdependencies and potential gaps. The CTO also has a need for advice and expertise on the further development and implementation of vision and an implementation roadmap for modernization.

Additionally, the CTO may require on-demand advice related to business process change and re-engineering advice to support management and delivery of individual projects within the portfolio of transformation activities.

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## 4. Scope

The Office of the CTO will require support throughout the delivery of its transformational strategy and associated projects, initiatives and activities. Services from the Contractor may include the provision of resources to support and supplement the Office of the CTO by way of project management, business process re-engineering, change management, and/or performance measurement services.

## 5. Tasks and Deliverables

The actual scope of the specific work will be detailed in a TASK Authorization (TA).

Contracted individuals would work with the Director, Transformation Delivery, within the CTOB to lead a task team, consisting of consultants and CBSA employees who will be dedicated to the following tasks and the development and iteration of the following deliverables identified below.

Tasks:

- Project manage the task team.
- Consult with senior executives from across the agency to ensure requirements and expectations are well understood and reflected in the deliverables as required.
- Facilitate workshops with stakeholders from across the Agency to solicit input on the direction and structure of the transformation program and the key deliverables.
- Review and analyze existing transformation strategies and plans.
- Review and analyze existing transformation project plans and associated documents.
- Prepare and present a transformation storyline and briefing materials to executives as required.
- Prepare deliverables and ensure outputs are cohesive and compelling.
- Provide strategic advisory services to the executives in the CTOB as required.

Deliverables may include:

- Logic Model
- Results framework
- Prioritization framework
- Transformation Program Registry
- Graphical representation of dependencies and interrelationships
- Operational Delivery model
- Integrated Plan
- Transformation Office Concept of Operations
- Storyline Deck

Additionally, CBSA may require the following resources in support of the CBSA transformational activities and projects. Call-up of resources will be done through the issuance of Task Authorizations (TAs) in which details of specific level of effort and deliverables will be agreed to. These activities are expected to include:

### Project Leader/Executive, Senior

CBSA requires the services of a Project Leader/Executive to support the CBSA transformation portfolio of projects and project teams. The Project Leader/Executive must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

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- Provide oversight to the active engagement of stakeholders and change management in the successful implementation of the identified projects.
- Development of strategic portfolio and project documents, including, but not limited to, strategies and plans, charters, risk mitigation strategies, and roadmaps;
- Recommend the readiness for approval of each project charter and project management plan;
- Transfer functional and technical knowledge to the departmental project teams through individual and group training, demonstrations, written instructions, and documents on an ongoing basis throughout the life of the project; and,
- Provide strategic advice and guidance to CBSA senior executives via presentations on the effective management and execution of the transformation agenda.

Deliverables will be specified at time of the issuance of the TA but could include:

- A work plan for the activities to be undertaken;
- Report on activities undertaken including the following:
- Activities completed within the reporting period;
- Planned activities for the next reporting period;
- Risks/issues that will require the attention of the Project Authority; and
- Corrective actions required.

#### Project Manager, Senior

CBSA requires the services of a Project Manager to support the CBSA transformation portfolio of projects and project teams. The Project Manager must provide overall oversight, guidance and advice on all matters associated with the transformation portfolio and specific projects identified in the task authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Develop and produce key project phases / deliverables
- Project plans, status updates and presentations as required
- Other deliverables related to this role as required by the Project Authority
- Develop and produce integrated project plans
- Create Key Performance Indicators (KPIs)
- Provide advice, support on the development of project plans for Functional Leads of the nine business functions
- Develop and produce dashboards and program monitoring tools
- Create and develop reports that include lessons learned
- Support the Project Authority by developing presentations and briefing material intended for senior CBSA management

Deliverables will be specified at time of the issuance of the TA but could include:

- Manage the project during the development, implementation and startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve problems, and obtain necessary approvals
- Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities
- Report progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meet in conference with stakeholders and other project managers and states problems in a form capable of being solved
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools

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- Project sign-off

#### Business Architect, Senior

CBSA requires the services of a Business Architect to provide leadership in the approach and management of CBSA's transformation. The Business Architect must provide an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead the business transformation architecture activities;
- Provide strategic advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.
- Lead in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Responsible for the analysis of the current state business processes and development of future state business process models
- Identify opportunities for performance improvement
- Conduct change impact assessments
- Development implementation and change management plans
- Lead teams through program and service design engagements
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation
- Provide knowledge transfer, coaching and/or training to CBSA staff as required.

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Architect, Intermediate

CBSA requires the services of a Business Architect to provide support in the approach and management of CBSA's transformation. The Intermediate Business Architect supports the Senior Business Architect and provides an integrated architectural perspective on transformation, including portfolio, project, change, performance, and architecture management, according to detailed business transformation architecture requirements outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support the business transformation architecture activities;
- Provide advice and guidance in establishing the Transformation Office, including definition of functions, processes, and capabilities.

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- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
  - Analyze current state business processes and develop future state business process models
  - Identify opportunities for performance improvement
  - Conduct change impact assessments
  - Development implementation and change management plans
  - Support teams through program and service design engagements
  - Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation program registry and architecture
- Organizational design documents (functions, processes, capabilities)
- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change impact assessments
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Change Management Consultant Senior

CBSA requires the services of Change Management Consultants to support the CBSA Transformation. The primary requirement is to support the people side of change, creating a structured change management implementation strategy so that there is consistency in adopting change for employees impacted by the change, and when appropriate the project teams. The Change Management Consultant must provide overall advice on all matters associated with change management associated with the specific project identified in the Task Authorization.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Identify the most expected and potential points of resistance to change. Develop counter strategies to reduce the resistance and address the doubts and uncertainty surrounding the change to foster a positive acceptance of change;
- Create specific change management plans with respect to training and orientation of employees for each major change/project;
- Develop a detailed work plan based on the change agenda and how the various changes will need to be implemented;
- Establish parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees and organizational units;
- Conduct an assessment of change impact and requirements;
- Identify deviations in performance from the change standards and implement strategies for corrective action to achieve full organizational adoption to change;
- Develop a change management and communications strategy and plan for each project; and
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.
- Act in a senior advisory capacity to significantly increase the strategic nature and quality of change management and communications activities across all key stakeholder groups;
- Provide expert change management, communications and stakeholder engagement leadership for the project;



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- 
- Develop readiness assessment, gap analysis and management action plan for projects;
  - Assist with organizational needs assessment and planning strategic change interventions and mitigation strategies to meet change objectives and goals, including establishing and supporting change agent networks internal or external to CBSA;
  - Develop Change Sponsorship and Leadership competency-development strategies working in close collaboration with executive sponsors making linkages to existing leadership development models being used at CBSA;
  - Lead and support the development of various communications and engagement products, including presentations, communiqués, announcements, briefings, speaking points, questions and answers, web content, press releases, social media updates;
  - Align the communication plans with the overall change management strategy;
  - Review and assess existing communications collateral and provide clear recommendations on improvements;
  - Coach leaders to help them work through the implications of change and to become effective leaders and sponsors of change;
  - In support of the change leadership plan, attend CBSA Senior Executive, as well as other meetings, as required and support and engage senior leaders, managers and supervisors, to fulfill the role of change sponsor to help their direct reports through transitions;
  - Develop and implement processes to measure the effectiveness of change management and leadership efforts to ensure measurable improvements in managing and leading change and its impact on stakeholders in transformation initiatives. As part of this work, support the development of and maintain People Readiness assessments for transformation programs – both from a client and CBSA perspective, in collaboration with the Chief Transformation Officer Branch;
  - Provide executive advice to the President, CTO, Vice Presidents and Directors General on strategy for engaging senior government officials and positioning the CBSA Renewal Project's new service delivery model;
  - Develop project-specific change management, communications and engagement plans and key messages based on diagnostic and gap identification;
  - Develop the overarching change management, communications and engagement strategy and key messages;
  - Design and implement communications activities that are aligned to existing CBSA management frameworks and project plans in continuing support of CBSA's transformation agenda;
  - Develop presentations and other products for senior management and stakeholder groups as required.
  - Provide guidance and oversight to CBSA Renewal change management, communications and engagement activities and processes.

Deliverables will be specified at time of the issuance of the TA but could include:

- Development and delivery of a change management plan;
- Interview guides and supporting workshop materials;
- A change impact assessment including a comprehensive stakeholder analysis;
- A change management strategy and plan including cost estimates, change implementation schedule and roles and responsibilities;
- Executive and staff level presentations for regular communications and product launch purposes; and
- Ad hoc presentations and reports as requested by the Project Authority and within the approved work plan.

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### Change Management Consultant Intermediate

This resource will provide change management and stakeholder engagement support to the CTOB and to CBSA Renewal initiatives, as coordinated by the CTOB.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Provide assistance to the Project Authorities for the scheduling of change management and change leadership activities, change management deliverables and their dependencies into the Project Schedules.
- Develop, prepare and maintain the following deliverables according to the Project Schedules:
  - Change management strategies;
  - Change Leadership Strategy
  - Change management plans;
  - Stakeholder assessments;
  - Change impact assessments;
  - Stakeholder engagement strategies;
  - Stakeholder engagement plans;
  - Communications strategies
  - Communications action plans
  - Partners and clients organizational capacity assessments;
  - Partners and clients organizational readiness assessments and plans;
  - Workforce management strategy and other departmental and government wide initiatives supporting people (such as Beyond 2020 and PSES);
  - Engagement reporting; and
  - Change management toolkits.
- Ensure the change initiatives are scheduled in the forward agendas of the various CBSA Governance bodies, progress tracked, monitored and approved, as needed
- Support any Change Agent Network or stakeholder-related meetings (logistics and management) for both partner and CBSA-led.
- Develop presentations for CBSA Governance bodies and ensure governance requirements and milestones are integrated into stakeholder engagement deliverables.
- Develop presentations to communicate findings, options, approaches and solicit decisions from executives, as required.
- Plan, coordinate and execute stakeholder engagement events, including but not limited to planning, facilitating, and reporting.
- Lead and support the development of various stakeholder engagement products including presentations, communiqués, announcements, briefings, speaking points, questions and answers, internet/intranet content, press releases, social media updates;
- Support coordination of communications and engagement activities.

### Business Process Consultant, Senior

CBSA requires the services of a Business Process Consultant to document current and future state business processes in support of major projects as identified in each Task Authorization. The focus will be on defining current state process, identifying potential processes for streamlining, and providing a future state streamlined process. The Business Process Consultant must work closely with project authorities, business leads, and the project teams to identify and outline processes, provide advice on business requirements and implementation plans. The Business Process Consultant must provide overall advice on all business process re-engineering matters associated with the specific project identified in the Task Authorization.

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Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Review existing business processes and identify potential processes for streamlining;
- Provide recommendations to processes based on analysis of current processes and business needs;
- Work with the project team, business leads, and IT leads to identify opportunities for streamlining;
- Provide expert advice on business requirements, data flows, process design, and efficiencies to be gained through various process and workflow scenarios;
- Transfer functional and technical knowledge to the project team and client staff through individual and group training, demonstrations, written instructions and documents on an ongoing basis throughout the life of the project.

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Process Consultant, Intermediate

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Analyse business functional requirements to identify information, procedures and decision flows in order to optimize, streamline and accrue benefits for the CBSA
- Using business, workflow and organizational software tools
- Mapping existing processes and developing and mapping recommended new processes and changes as they relate to the Renewal/ Transformation Initiative

Deliverables will be specified at time of the issuance of the TA but could include:

- Current business processes and work flows;
- To be processes and work flows;
- Implementation plan based on analysis;
- Risks and mitigation strategies for proposed implementation plan;

#### Business Consultant, Senior

CBSA requires the services of a Business Consultant at the Senior level to provide leadership in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Lead program and service design activities;
- Assist in the development of business transformation design and architecture, business transformation architecture standards definition and application of business transformation processes;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)

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- 
- Business process documentation
  - Change management documentation
  - Facilitated workshops (including all plans and materials)

#### Business Consultant, Intermediate

CBSA requires the services of a Business Consultant at the Intermediate level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Support program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Develop implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s), Target Operating Model(s), and Service Model(s)
- Business process documentation
- Change management documentation
- Facilitated workshops (including all plans and materials)
- Performance measurement framework

#### Business Consultant, Junior

CBSA requires the services of a Business Consultant at the Junior level to provide consulting services in the design of transformed program and service delivery as outlined in specific Task Authorizations.

Contracted resource(s) would be responsible for, but not be limited to, the following tasks:

- Assist program and service design activities;
- Analyze current state business processes and develop future state business process models
- Identify opportunities for performance improvement
- Development implementation and change management plans
- Facilitate multi-stakeholder workshops to support the definition and planning of transformation implementation

Deliverables will be specified at time of the issuance of the TA but could include:

- Transformation strategy, roadmap, and plan
- Business model(s) and Target Operating Model(s)
- Change management strategy and plan
- Business process documentation
- Facilitated workshops (including all plans and materials)

## **6. Acceptance Criteria of Deliverables**

All deliverables shall be done with Microsoft Suite products, such as MS Project, MS Word, MS Excel and MS PowerPoint, Adobe Acrobat or other formats as mutually agreed upon by the supplier and the Project Authority.

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Deliverables will use plain language and messaging adapted for their intended audience.

## 7. Reporting Requirements

When a TA has been authorized, the resource must provide a weekly status report in MS Word electronically to the Project Authority outlining what work was undertaken during the reporting period, what work is still outstanding, and any issues or concerns that the resource wants to identify to the attention of the Project Authority.

The status reports must also be supported by a monthly detailed time sheet mapped to deliverables, using standard template.

## 8. Change Management Procedures

No increase in the total liability of Canada or in the price of Work resulting from any design changes, modifications or interpretations of specifications, made by the Contractor, will be authorized or paid to the Contractor unless such changes, modifications or interpretations, have been approved, in writing, by the Contract Authority, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded, unless an increase is authorized by the Contract Authority.

## 9. Client Support

At no time is CBSA classified data to be accessed to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted. The Contractor must comply with CBSA internal security policies, directives, standards, and guidelines at all times during the Contract.

CBSA's classified data is not to be removed from CBSA sites, nor will access to or from the Contractor's IT systems through the use of a session or link (e.g. VPN) be permitted.

The CBSA's working hours are between 07:00 to 18:00 Monday through Friday, except for Statutory Holidays where Government Offices are closed. These are core hours and are not representative of the Contractor's work day. All proposed personnel could be asked to be available to work outside normal office hours during the duration of the Contract. The Project Authority will advise the Contractor as soon as possible of any required work outside standard working hours.

## 10. Travel

Travel within the National Capital Region (NCR) will not be reimbursed.

## 11. Language

The primary language of work is English; however work may be conducted in either Official Language (English and/or French). All final deliverables will be in both official languages. The Contractor must also be able to provide resources capable of conducting meetings, working sessions and interviews in both official languages when specified in the specific Task Authorizations.

## 12. Work Location

The work will be primarily in the National Capital Region (NCR). Work locations will vary across the NCR depending on the requirement. The Contractor's resources may be required to work onsite at CBSA site offices or Contractor's offices or by tele/videoconference depending on the Task Authorization issued.

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## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From Contract Award to December 23, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Professional Fees

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>1</b>	<b>Contract Period 1: From Contract Award to December 23, 2021</b>	
1a	3.3 Project Leader/Executive - Senior	
1b	3.2 Project Manager - Senior	
1c	2.8 Business Architect - Senior	
1d	2.8 Business Architect - Intermediate	
1e	2.6 Change Management Consultant – Senior	
1f	2.6 Change Management Consultant – Intermediate	
1g	2.5 Business Process Consultant – Senior	
1h	2.5 Business Process Consultant – Intermediate	
1i	2.5 Business Consultant – Senior	
1j	2.5 Business Consultant – Intermediate	
1k	2.5 Business Consultant – Junior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$4,100,000.00**

### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### 1.0 Extended Contract Period (From expiry of Contract Period 1 to 2 years later)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
<b>2</b>	<b>Option Period 1: From expiry of Contract Period 1 to one year later</b>	
2a	3.3 Project Leader/Executive - Senior	
2b	3.2 Project Manager - Senior	
2c	2.8 Business Architect - Senior	

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2d	2.8 Business Architect - Intermediate	
2e	2.6 Change Management Consultant – Senior	
2f	2.6 Change Management Consultant – Intermediate	
2g	2.5 Business Process Consultant – Senior	
2h	2.5 Business Process Consultant – Intermediate	
2i	2.5 Business Consultant – Senior	
2j	2.5 Business Consultant – Intermediate	
2k	2.5 Business Consultant – Junior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
3	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>	
3a	3.3 Project Leader/Executive - Senior	
3b	3.2 Project Manager - Senior	
3c	2.8 Business Architect - Senior	
3d	2.8 Business Architect - Intermediate	
3e	2.6 Change Management Consultant – Senior	
3f	2.6 Change Management Consultant – Intermediate	
3g	2.5 Business Process Consultant – Senior	
3h	2.5 Business Process Consultant – Intermediate	
3i	2.5 Business Consultant – Senior	
3j	2.5 Business Consultant – Intermediate	
3k	2.5 Business Consultant – Junior	

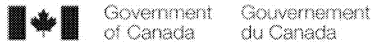
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## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

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### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS CÔTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											CONFIDENTIEL	TRES SECRET	NATO DIFFUSION RESTREINTE			
				A	B	C	CONFIDENTIEL	TRES SECRET								
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
 Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
 UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation  
47419-208904  
Client Ref. No. - N° de réf. du client  
1000348904

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
005zv  
CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) SUSAN CHAMBERS	Title - Titre D.O. CTOB	Signature <i>[Signature]</i>	
Telephone No. - N° de téléphone 613-952-2933	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel susan.chambers@csa-asfc.gc.ca	Date 20-Dec 18
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Stephane LeFortune	Title - Titre Security Specialist	Signature <i>[Signature]</i>	
Telephone No. - N° de téléphone 343-891-7716	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel stephane.lefortune@csa-asfc.gc.ca	Date 1.1.2018
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No <input type="checkbox"/> Yes
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn=StLouis, Robin D=CA O=GC OU=PWGSC-TPSGC Date: 2018.12.24 08:22:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by Saumur, Jacques O DN: cn=SA, ou=GC, ou=PWGSC-TPSGC, ou=Saumur, Jacques O Date: 2017.07.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur  
Contract Security Officer  
Contracts Security Division / Division des contrats sécurité /  
Contract Security Program / Programme de sécurité des contrats /  
Public Services and Procurement Canada / Services publics et Approvisionnement Canada  
Jacques.Saumur@psgc-pwgsc.gc.ca  
Telephone / Téléphone 613-948-1732  
Facsimile / Télécopieur 613-948-1712

TBS/SC1 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation  
**47419-208904**  
Client Ref. No. - N° de réf. du client  
**1000348904**

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
**005zv**  
CCC No./N° CCC - FMS No./N° VME

## **ANNEX D, INSURANCE REQUIREMENTS**

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower

Solicitation No. - N° de l'invitation

47419-208904

Client Ref. No. - N° de réf. du client

1000348904

Amd. No. - N° de la modif.

File No. - N° du dossier

Buyer ID - Id de l'acheteur

005zv

CCC No./N° CCC - FMS No./N° VME

---

Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

Solicitation No. - N° de l'invitation  
**47419-208904**  
 Client Ref. No. - N° de réf. du client  
**1000348904**

Amd. No. - N° de la modif.  
  
 File No. - N° du dossier

Buyer ID - Id de l'acheteur  
**005zv**  
 CCC No./N° CCC - FMS No./N° VME

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>		At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>		Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

Solicitation No. - N° de l'invitation  
**47419-208904**  
 Client Ref. No. - N° de réf. du client  
**1000348904**

Amd. No. - N° de la modif.  
  
 File No. - N° du dossier

Buyer ID - Id de l'acheteur  
**005zv**  
 CCC No./N° CCC - FMS No./N° VME

**SECTION A – Task Description of the Work Required** [Instructions for Section A](#)

**SECTION B – Applicable Basis of Payment** [Instructions for Section B](#)

**SECTION C - Cost Breakdown of Task** [Instructions for Section C](#)

**SECTION D- Applicable Method of Payment** [Instructions for Section D](#)

**Authorization - Authorization**

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
 Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor  
 Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_ Date \_\_\_\_\_



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-206529 001 EL		
Contractor Name / Nom du Contracteur :		Dalian Enterprises and Coradix Technology Consulting, in Joint Venture		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
2022011404	1000368804	CC: 190810070, Fund: 2001, Functional Area: 30700	2021-09-14	

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)			
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Systems Analyst - L2		English	Reliability / Fiabilité
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>			
Initial Start Date / Date de début initiale :	<b>Sep 20 2021</b>	Initial End Date / Date de fin initiale :	<b>March 31 2022</b>
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale			
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut		
	<input type="radio"/> In Effect / en vigueur		
Travel Requirement(s) / Exigence(s) de voyage :	Travel outside the NCR required as and when requested		
Work Location(s) / Lieu(x) de travail :	National Capital Region		

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)



Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif					
Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT					
Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Business Systems Analyst - L2					\$86,272.00
Estimated Cost / Coût estimatif					\$86,272.00
				HST	\$11,215.36
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					
Total Estimated Cost / Coût total estimatif					\$97,487.36
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p><b>ANTONIO UTANO</b> Christiane Frem 2021-09-17</p>			
Name of Technical Authority / Nom de l'autorité technique		Name of Contracting Authority / Nom de l'autorité contractante	
<p><i>Christiane Frem</i></p>			
Signature		Signature	
<p>Teagan Léger</p>			
<p>[If applicable, insert the following] Name of the representative from Strategic Procurement Division [Ajouter ce qui suit, s'il y a lieu] Nom du représentant de division de l'approvisionnement stratégiques</p>		Date	
<p><b>LEGER TEAGAN</b></p>			
<p>Digitally signed by LEGER TEAGAN DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=LEGER TEAGAN + SERIALNUMBER=2021042083426302 Reason: I agree to the terms defined by the placement of my signature in this document Location: your signing location here Date: 2021-09-20 12:49:55 Foxit PhantomPDF Version: 10.0.1</p>			

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur		Signature	Date
--	--	-----------	------



# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-206529 001 EL**

Contractor Name / Nom du Contracteur : **Dalian Enterprises and Coradix Technology Consulting, in Joint Venture**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT)	Commitment No. N° de l'engagement	Financial Coding Code financier	Date of Issuance Date d'émission	Response required by Réponse requise d'ici le
<b>2022011489</b>	<b>1000364679</b>	190810040 / 2001 / 30700	2021-07-23	2021-07-27

## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.):

**See attached / Voir pièce jointe**

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**20-Sep-2021**

Initial End Date / Date de fin initiale :

**07-Aug-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	
Work Location(s) / Lieu(x) de travail :	National Capital Region

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Fixed Cost Rate for the Project	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Technology Architect Level 3					\$182,820.00
Estimated Cost / Coût estimatif					\$182,820.00
HST					\$23,766.60
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$206,586.60
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :			Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

*Christiane Frem*

September 16, 21

Name of Technical Authority / Nom de l'autorité technique

Date

Name of Contracting Authority / Nom de l'autorité contractante

Date

Signature

Signature

Teagan Léger

Name of the representative from CBSA Procurement

Date

**LEGER  
TEAGAN**

Digitally signed by LEGER TEAGAN  
DN: C=ca, O=gc, OU=ccra-adrc,  
OU=PERSONNEL, CN=LEGER TEAGAN  
+ SERIALNUMBER=2021042083426302  
Reason: I agree to the terms defined by the  
placement of my signature in this document  
Location: your signing location here  
Date: 2021-09-16 11:34:31  
Foxit PhantomPDF Version: 10.0.1

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-197627-003			
Contractor Name / Nom du Contracteur :	Makwa			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022012336	1000367249	1950 400 10	2021-08-23	2021-08-30

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Application / Software Architect (Analytics) Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :	27-Sep-2021	Initial End Date / Date de fin initiale :	27-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Application Arch Level 3					\$295,625.00
					\$0.00
Estimated Cost / Coût estimatif					<b>\$295,625.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$38,431.25

Total Estimated Cost / Coût total estimatif			\$334,056.25
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMDM of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.

Name of Technical Authority / Nom de l'autorité technique

CARR JEFFREY

Digitally signed by CARR JEFFREY  
Date: 2021.09.24 13:27:06 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante

OTOOLE TAMMY

Digitally signed by OTOOLE TAMMY  
DN: C=ca, O=gc, OU=cara-adrc, OU=PERSONNEL, CN=OTOOLE TAMMY - SERIAL NUMBER=2013309231042945  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-09-29 14:38:00  
Foxit PhantomPDF Version: 10.0.1

Signature

Name of the representative from the SPMDM of CBSA /  
Nom d'un représentant de la DAGBS de l'ASFC

OTOOLE TAMMY

Digitally signed by OTOOLE TAMMY  
DN: C=ca, O=gc, OU=cara-adrc, OU=PERSONNEL, CN=OTOOLE TAMMY -  
SERIAL NUMBER=2013309231042945  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2021-09-29 14:31:19  
Foxit PhantomPDF Version: 10.0.1

Signature

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-187626-002			
Contractor Name / Nom du Contracteur :	TPG Consulting			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022012366	1000366941	1950 400 50	2021-08-17	2021-09-06

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :  
Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Category and Level Catégorie et Niveau			
Project Manager Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:		
Initial Start Date / Date de début initiale :	01-Nov-2021	Initial End Date / Date de fin initiale : 31-Mar-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):		
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale		
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut	
03-Sep-2021	<input checked="" type="checkbox"/> In Effect / en vigueur	
03-Sep-2022	<input checked="" type="checkbox"/> In Effect / en vigueur	
03-Sep-2023	<input type="checkbox"/> In Effect / en vigueur	
Travel Requirement(s) / Exigence(s) de voyage :	n/a	
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario	

**PART 2** (completed by the Contractor under the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur sous le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Note: une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
PM Level 3					\$83,200.00
					\$0.00
Estimated Cost / Coût estimatif					\$83,200.00

Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie		\$0.00
HST @ 13%		\$10,816.00
Total Estimated Cost / Coût total estimatif		\$94,016.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/> X      Firm Price / Prix Ferme : <input type="checkbox"/>

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

<p>By signing this TA, the Technical Authority, the representative from the SPMMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$250,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(n) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$250,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Jeff Carr</p>		<p><b>LAROSE JASON</b> Digitally signed by LAROSE JASON Date: 2021.10.28 09:41:22 -04'00'</p>	
<p>Name of Technical Authority / Nom de l'autorité technique      Date</p> <p><b>CARR JEFFREY</b> Digitally signed by CARR JEFFREY Date: 2021.08.17 08:42:38 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante      Date</p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from the SPMMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC      Date</p>		<p>Signature</p>	

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

<p>Name and title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>	<p>Date</p> <p><i>Oct 28, 2021</i></p>
--	--	------------------	--

Public Works and  
Government Services  
CanadaTravaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)**A. General Information / Informations générales**

Contract Number / Numéro du contrat : 47060-197627-001

Contractor Name / Nom du Contracteur : Donna Cona

Task Authorization (TA) No.

N° de l'autorisation de tâches (AT) :

STOT No.

N° de l'EDT :

Financial Coding

Code financier :

Date of Issuance

Date d'émission :

Response required by

Réponse requise

d'ici le :

202201246

1000366831

2021-08-18

2021-08-31

**B. For Amendments Only / Aux fins de modification seulement**

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profil linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Architect Level 3		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe****Period of Services / Période de service:**

Initial Start Date / Date de début initiale :

23 07-Sep-2021

Initial End Date / Date de fin initiale :

31-Mar-2022

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Note : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
- Business Architect Level 3					\$157,500.00
Estimated Cost / Coût estimatif					<b>\$157,500.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$20,475.00



Total Estimated Cost / Coût total estimatif			\$177,975.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.		En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.	
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.		La limite d'autorisation du client est \$300,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.	
Jeff Carr			
Name of Technical Authority / Nom de l'autorité technique	Date	Name of Contracting Authority / Nom de l'autorité contractante	Date
CARR JEFFREY Digitally signed by CARR JEFFREY Date: 2021.08.18 09:30:41 -04'00'			
Signature		Signature	
Name of the representative from the SPMD of CBSA / Nom du représentant de la DAGBS de l'ASFC		Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-09-10 12:03:22 Exit PhantomPDF Version: 10.0.1	
SAVARIA NANCY			
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

		2021-09-23
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Date



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

# TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

## A. General Information / Informations générales

Contract Number / Numéro du contrat : **47419-198132/001/EL**

Contractor Name / Nom du Contracteur : **TEKSYSTEMS CANADA CORP.**

Task Authorization (TA) No.  
N° de l'autorisation de tâches (AT) :

Commitment No.  
N° de l'engagement :

Financial Coding  
Code financier :

Date of Issuance  
Date d'émission :

Response required by  
Réponse requise  
d'ici le :

2022012536	<b>1000368806</b>	CC: 190830020, Fund: 2001, Functional Area: 30700	2021-08-27	2021-08-31
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## B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

## C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Technology Architect - Level 3		English	Reliability / Fiabilité

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

**See attached / Voir pièce jointe**

See attached / Voir pièce jointe

## Period of Services / Période de service:

Initial Start Date / Date de début initiale :

**12-Oct-2021**

Initial End Date / Date de fin initiale :

**11-Oct-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage: n/a

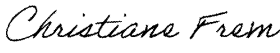
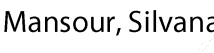
Work Location(s) / Lieu(x) de travail : NCR - Work remotely off site

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif**

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
I.11 Technology Architect					\$308,000.00
Estimated Cost / Coût estimatif					<b>\$308,000.00</b>
Applicable Taxes					<b>\$40,040.00</b>
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$348,040.00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		Firm Price / Prix Ferme :	
				<input checked="" type="checkbox"/>	<input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certifies that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
Christiane Frem	2021-09-23	Silvana Mansour	October 8, 2021
Name of Technical Authority / Nom de l'autorité tech Date		Name of Contracting Authority / Nom de l'autorité contractante Date	
			
Signature		Signature	

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Christian LeBlanc - Account Manager	2021-08-31
Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Date



# TASK AUTHORIZATION FORM

## FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

<b>A. General Information / Informations générales</b>				
Contract Number / Numéro du contrat :		47419-A211212		
Contractor Name / Nom du Contracteur :		Veritaaq / Experis		
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022012541	1000367584	191020030 - C00045-01 - gl 74907	2021-09-23	25-sept-2021

<b>B. For Amendments Only / Aux fins de modification seulement</b>
Amendment No. / N° de la modification :
Reason for the Amendment / Raison pour la modification :

<b>C. TA Requirements / Exigences relatives à l'AT</b>			
Required Resource(s) / Ressource(s) requise(s)		1	
Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Project Manager Level 3		English Essential	Level II (Secret)
Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)			
See attached / Voir pièce jointe			

<b>Period of Services / Période de service:</b>	
Initial Start Date / Date de début initiale :	Initial End Date / Date de fin initiale :
03-sept-2021	17-déc-2021
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):	
<input type="checkbox"/> Option To Extend Initial End Date / Option pour prolonger la date de fin initiale	
Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur
Travel Requirement(s) / Exigence(s) de voyage	
NIL	
Work Location(s) / Lieu(x) de travail :	Contractor Facilities or 333 North River Road

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
					\$64 600,00
					\$0,00
Estimated Cost / Coût estimatif					\$64 600,00
Applicable Taxes					\$8 398,00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0,00
<b>Total Estimated Cost / Coût total estimatif</b>					<b>\$72 998,00</b>
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

### PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Denis Normand

2021-08-05

Name of Technical Authority / Nom de l'autorité techn Date

**NORMAND  
DENIS**

Digitally signed by NORMAND  
DENIS  
Date: 2021.09.23 15:03:39 -04'00'

Signature

Name of Contracting Authority / Nom de l'autorité contractante

Date

Signature

Denis Normand

2021-08-05

Name of the representative from Canada Border  
Services Agency  
Nom du représentant de l'Agence des services  
frontaliers du Canada

Date

**NORMAND DENIS**

Digitally signed by NORMAND  
DENIS  
Date: 2021.09.23 15:03:55 -04'00'

Signature

### PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	Sep 28, 2021 Date
---	-----------	----------------------


# 1000367584 - 2022012541 - TA

Final Audit Report

2021-09-28

Created:	2021-09-28
By:	
Status:	Signed
Transaction ID:	CBJCHBCAABAA3DMh9K3ts1NSUfRPqnb7hJeQxc5nzh6y

## "1000367584 - 2022012541 - TA" History

-  Document created by  
2021-09-28 - 8:43:50 PM GMT-
-  Document emailed to  
2021-09-28 - 8:44:26 PM GMT  
for signature
-  Email viewed by  
2021-09-28 - 8:45:16 PM GMT-
-  Document e-signed by  
Signature Date: 2021-09-28 - 8:45:31 PM GMT - Time Source: server-
-  Agreement completed.  
2021-09-28 - 8:45:31 PM GMT



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat :	47060-197627-002			
Contractor Name / Nom du Contracteur :	Adirondack			
Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	STOT No. N° de l'EDT :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
2022012975	1000369765	1950 400 40	2021-09-08	2021-09-13

### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification :

Reason for the Amendment / Raison pour la modification :

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
Business Consultant Level 2		English	Secret

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

Period of Services / Période de service:

Initial Start Date / Date de début initiale :	01-Oct-2021	Initial End Date / Date de fin initiale :	30-Sep-2022
Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):			

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
	<input type="radio"/> In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage :	n/a
Work Location(s) / Lieu(x) de travail :	Vanier Towers, 333 North River Road Ontario

**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Bus Con. Level 2					\$229,200.00
Estimated Cost / Coût estimatif					\$229,200.00
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
HST @ 13%					\$29,796.00

Total Estimated Cost / Coût total estimatif			\$258,996.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :	Maximum Price / Prix Maximum :	<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

<p>By signing this TA, the Technical Authority, the representative from the SPMD of CBSA and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.</p> <p>The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.</p>		<p>En apposant sa signature sur l'AT, l'autorité technique, le représentant de la DAGBS de l'ASFC et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.</p> <p>La limite d'autorisation du client est \$300 000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation.</p>	
<p>Digitally signed by <b>VILLENEUVE MICHEL</b> Name of Technical Authority / Nom de l'autorité technique Date: 2021.09.08 12:40:32 -04'00'</p>		<p>Name of Contracting Authority / Nom de l'autorité contractante Date</p>	
<p>Signature</p>		<p>Signature</p>	
<p>Name of the representative from the SPMD of CBSA / Nom d'un représentant de la DAGBS de l'ASFC</p> <p><b>SAVARIA NANCY</b></p>		<p>Digitally signed by SAVARIA NANCY DN: C=ca, O=gc, OU=ccra-adrc, OU=PERSONNEL, CN=SAVARIA NANCY + SERIALNUMBER=2015324231038225 Reason: I am the author of this document Location: your signing location here Date: 2021-10-04 14:41:36 Foxit PhantomPDF Version: 10.0.1</p>	
<p>Signature</p>		<p>Signature</p>	

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

<p>Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur</p>		<p>Signature</p>		<p>Date Sept. 8, 2021</p>	
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**Call-up Against a Standing Offer**  
**Commande subséquente à une offre à commandes**

**To the supplier:** The standing offer identified below is accepted as follows: You are required to supply the goods or services, or both, shown below at the prices or on the pricing basis stated and in accordance with the other conditions stated in the standing offer. Only goods or services, or both, included in the standing offer will be supplied in the call-up against the standing offer.

**Au fournisseur:** L'offre à commandes indiquée ci-dessous est acceptée selon les modalités suivantes : Vous devez fournir les biens ou les services, ou les deux, indiqués ci-dessous selon les prix ou la base de tarification établie, et conformément avec les autres conditions stipulées dans l'offre à commandes. Seuls les biens ou les services, ou les deux, inclus dans l'offre à commandes seront fournis dans la commande subséquente à l'offre à commandes.

**Security:** The call-up includes security provisions.

**Sécurité :** La demande comprend des exigences en matière de sécurité.

NO  
NONYES  
OUIIf YES, attach a SRCL to the call-up  
Si OUI, joindre une LVERS à la demande

Ship to - Expédier à

CBSA - Blair Hurd  
2215 Gladwin Crescent  
Building C  
Ottawa, ON

K1B 4K9

Supplier - Fournisseur

Smiths Detection Montreal Inc.  
6865 Century Avenue  
Suite 3002  
Mississauga, ON  
L5N 7K2

Invoices must be sent in accordance with - Les factures doivent être envoyées selon :

- ☒ The detailed instructions in the standing offer  
Les instructions détaillées dans l'offre à commandes
- ☐ The address shown in the "Ship to" block  
L'adresse indiquée dans la case « Expédier à »
- ☐ Special instructions below  
Les instructions particulières ci-dessous

Each shipment must be accompanied by a packing or delivery slip. All invoices, bills of lading and packing slips must show the following reference numbers.

Chaque expédition doit être accompagnée d'un bordereau d'emballage ou de livraison. Les factures, connaissements et bordereaux d'emballage doivent tous porter les numéros de référence suivants.

Financial Code(s) - Code financier(s)

193020010 - H00505-01 - 2001 - 11200 - 76109

Standing Offer No. - N° de l'offre à commandes

47419-204824/001/PV

Requisition No. - N° de demande

Order. Off. - Bur. dem. YY - AA Serial No. - N° de série

Client Reference No. (optional)

N° de référence du client (facultatif)

1000372257 / 2022014873

The representative of the Identified User signing the call-up form must indicate his or her physical address. This address will constitute the address most connected with the supply and will determine, where applicable, the place of supply for this procurement.

Le représentant de l'utilisateur désigné qui signe le formulaire de commande subséquente doit indiquer son adresse municipale, qui constituera l'adresse la plus associée à l'approvisionnement et qui déterminera, le cas échéant, le lieu d'approvisionnement pour cette commande.

Amendment No. N° de modification		Previous Value (\$) Valeur précédente (\$)	Value of increase or decrease (\$) Valeur de l'augmentation ou diminution (\$)		Total estimated expenditures or revised Total des dépenses estimatives ou révisées	
			36,923.48		36,923.48	
Item No. N° de l'article	NATO Stock No. / Item Description N° de nomenclature de l'OTAN / Description de l'article	U. of I. U. de d.	Quantity Quantité	Unit Price Prix unitaire (\$)	Extended Price Prix calculé (\$)	
1	Part # 6822344-B Manual swabs, NE				27,980.00	
2	Part # 1823203-A Verific pens				4,616.00	
3	Shipping		1.00	90.00	90.00	
4	HST (13%)		1.00	4237.48	4,237.48	

Special Instructions - Instructions particulières

Invoices to be relayed to vendors-fournisseurs@cbsa-asfc.gc.ca

Total 36,923.48

For further information, call - Pour renseignements supplémentaires, contacter		Delivery required by - Livraison requise le (YYYY-MM-DD) (AAAA-MM-JJ)
Name - Nom Julie Grondin	Telephone No. - N° de téléphone (613) 954-1647	2021-10-22
For internal purposes only - Pour usage interne seulement		Approved for the Minister - Approuvé pour le Ministre
Pursuant to subsection 32(1) of the <i>Financial Administration Act</i> , funds are available. En vertu du paragraphe 32(1) de la <i>Loi sur la gestion des finances publiques</i> , des fonds sont disponibles.		
As per purchase requisition		
Signature (Mandatory - Obligatoire)	Date (YYYY-MM-DD - AAAA-MM-JJ)	Signature (Mandatory - Obligatoire) Date (YYYY-MM-DD - AAAA-MM-JJ)

Requisition No. - N° de demande			Client Reference No. (optional) N° de référence du client (facultatif)		Page	
Order. Off.	Bur. dem.	YY - AA	Serial No. - N° de série	1000372257 / 2022014873		of de

Item No. N° de l'article	NATO Stock No. / Item Description N° de nomenclature de l'OTAN / Description de l'article	U. of I. U. de d.	Quantity Quantité	Unit Price Prix unitaire (\$)	Extended Price Prix calculé (\$)

Requisition No. - N° de demande			Client Reference No. (optional) N° de référence du client (facultatif)
Order. Off.	Bur. dem.	YY - AA	Serial No. - N° de série
			1000372257 / 2022014873

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of
de

Item No. N° de l'article	NATO Stock No. / Item Description N° de nomenclature de l'OTAN / Description de l'article	U. of I. U. de d.	Quantity Quantité	Unit Price Prix unitaire (\$)	Extended Price Prix calculé (\$)

Requisition No. - N° de demande			Client Reference No. (optional) N° de référence du client (facultatif)
Order. Off.	Bur. dem.	YY - AA	Serial No. - N° de série
			1000372257 / 2022014873

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of
de

Item No. N° de l'article	NATO Stock No. / Item Description N° de nomenclature de l'OTAN / Description de l'article	U. of I. U. de d.	Quantity Quantité	Unit Price Prix unitaire (\$)	Extended Price Prix calculé (\$)



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

## TASK AUTHORIZATION FORM FORMULAIRE D'AUTORISATION DE TÂCHES

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

### A. General Information / Informations générales

Contract Number / Numéro du contrat : **CW2224219**

Contractor Name / Nom du Contracteur : **49 Solutions Inc.**

Task Authorization (TA) No. N° de l'autorisation de tâches (AT) :	Commitment No. N° de l'engagement :	Financial Coding Code financier :	Date of Issuance Date d'émission :	Response required by Réponse requise d'ici le :
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<b>2022013441</b>	<b>1000370051</b>	<b>Cost Center: 190840000</b>	<b>18-Oct-2021</b>	<b>20-Oct-2021</b>
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### B. For Amendments Only / Aux fins de modification seulement

Amendment No. / N° de la modification : **001**

Reason for the Amendment / Raison pour la modification :

**This Amendment 001 is issued to replace is no longer  
available to complete the work required. No change in the SOW.**

**The changes will be as follows:**

**1. Decrease level of effort from (\$64,750) to 0 days (\$0.00).**

**2. Add with level of effort of (\$64,750).**

**All other terms and conditions remains unchanged.**

### C. TA Requirements / Exigences relatives à l'AT

Required Resource(s) / Ressource(s) requise(s)

Category and Level Catégorie et Niveau	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Linguistic Profile / Profile linguistique	Required Level(s) of Security / Niveau(x) de sécurité requis
B.1 Business Analyst - Level 3		English	Reliability
I.11 Technology Architect - Level 3		English	Reliability
I.10 Technical Architect - Level 3		English	Reliability
P.7 System Administrator - Level 3		English	Reliability

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

### Period of Services / Période de service:

Initial Start Date / Date de début initiale : **14-Oct-2021** Initial End Date / Date de fin initiale : **31-Mar-2022**

Extended End Date (See Reason for the Amendment) / Date de fin prolongée (voir Raison pour la modification):

☐ Option To Extend Initial End Date / Option pour prolonger la date de fin initiale

Optional End Date(s) / Date(s) de fin optionnelle(s)	Status / Statut
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☐ In Effect / en vigueur

Travel Requirement(s) / Exigence(s) de voyage	None. All the work associated with this requirement is planned to be carried out in the National Capital Region (NCR).
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Work Location(s) / Lieu(x) de travail :	Onsite at CBSA site offices and project site locations within NCR / Remote Working
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**PART 2** (completed by the Contractor and/or the Technical/Project Authority) / **PARTIE 2** (complété par le Contracteur et/ou le Responsable technique / Chargé du projet)

### Contractor Resource(s) and Estimated Cost / Ressource(s) du Contracteur et Coût total estimatif

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
B.1 Business Analyst Level 3					\$23,750.00
I.11 Technology Architect Level 3					\$0.00
I.10 Technical Architect Level 3					\$184,500.00
I.7 System Administrator Level 3					\$92,250.00
I.11 Technology Architect Level 3					\$64,750.00
Estimated Cost / Coût estimatif					\$365,250.00
Applicable Taxes @ 13%					\$47,482.50
Total Estimated Travel and Living Cost / Coût total estimatif de voyage et de vie					\$0.00
Total Estimated Cost / Coût total estimatif					\$412,732.50
Check applicable Basis of Payment / Cocher la Base de Paiement applicable :		Maximum Price / Prix Maximum :		<input checked="" type="checkbox"/>	Firm Price / Prix Ferme : <input type="checkbox"/>

PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA

By signing this TA, the authorized client authority and/or the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.	En apposant sa signature sur l'AT, le client autorisé et/ou l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.
The client's authorization limit is \$300,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.	La limite d'autorisation du client est 300,000 \$. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation

Name of Technical Authority / Nom de l'autorité techn <b>YOUNG MEGAN</b> Signature <b>LEGER TEAGAN</b> Name of the representative from Canada Border Services Agency - Procurement Nom du représentant de l'Agence des services frontaliers du Canada	Date Digitally signed by YOUNG MEGAN Date: 2021.10.28 13:30:41 -04'00' Digitally signed by LEGER TEAGAN DN: C=ca, O=gc, OU=proc-aedic, OU=PERSONNEL, CN=LEGER TEAGAN + SERIALNUMBER=2021042083426302 Reason: I agree to the terms defined by the placement of my signature in this document Location: your signing location here Date: 2021-10-29 11:24:50 Foxit PhantomPDF Version: 100.1	Name of Contracting Authority / Nom de l'autorité contractante <b>StJeanValois, Joanne</b> Signature Digitally signed by: StJeanValois, Joanne DN: CN = StJeanValois, Joanne C = CA O = GC OU = PWGSC-TPSGC Date: 2021.11.02 11:48:27 -04'00'	Date
Signature			

PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR

Name and Title of individual authorized to sign on behalf of the Contractor / Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur	Signature	2021-10-29 Date
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TASK AUTHORIZATION							
Contractor: CACHE CONSULTING	Outlined agreement # : 5500001067						
Task #:	Original requisition (RVReq)# : 1000354209						
TA PO #:							
TA Requisition # :1000356525 line 140 / 150	Date:2021-03-01						
Amendment Number (if applicable) :	Financial coding : 251050000						
1. TA Request							
<p><b>2. Background / Objective:</b></p> <p>Canada Border Service Agency (CBSA) is currently assessing its SAP footprint in Corporate Administration System (CAS) in order to move forward with work to modernize using SAP SaaS products like Successfactors, Ariba and Concur while preparing to move forward with a migration to S/4 HANA. As such we are preparing for our journey by ensuring that project and change management is present.</p> <p><b>3. Tasks</b></p> <p>This resource is required to review to work with Project Management team in order to</p> <p>SAP Project Manager may be required, but not limited to, to perform the following:</p> <ol style="list-style-type: none"> <li>1. Activity and resource planning</li> <li>2. Organizing and motivating a project team</li> <li>3. Controlling time management</li> <li>4. Ensuring customer satisfaction</li> <li>5. Analyzing and managing project risk</li> <li>6. Monitoring progress</li> <li>7. Managing reports and documentation</li> </ol> <p><b>4.Deliverables and Associate Schedule</b></p> <p>The following deliverables will be provided to the technical authority:</p> <table border="1"> <thead> <tr> <th>Deliverables</th> <th>Schedule</th> </tr> </thead> <tbody> <tr> <td>           Lead Stakeholder engagement sessions            Various sessions involving multiple resources           <ul style="list-style-type: none"> <li>- External Stakeholders some examples depending on solution (Treasury Board, Canada Revenue Agency, Royal Canadian Mounted Police, Health Canada)</li> <li>- Internal Stakeholders (Business Process Owners, Executives, Super user community)</li> </ul> </td> <td>January 2021 to Mar 31<sup>st</sup> 2022</td> </tr> <tr> <td>           Regular Project Tracking           <ul style="list-style-type: none"> <li>• Assessments and risk profile</li> <li>• Project management strategy</li> <li>• Organizing and motivating a project team</li> </ul> </td> <td>January 2021 to Mar 31<sup>st</sup> 2022</td> </tr> </tbody> </table>		Deliverables	Schedule	Lead Stakeholder engagement sessions Various sessions involving multiple resources <ul style="list-style-type: none"> <li>- External Stakeholders some examples depending on solution (Treasury Board, Canada Revenue Agency, Royal Canadian Mounted Police, Health Canada)</li> <li>- Internal Stakeholders (Business Process Owners, Executives, Super user community)</li> </ul>	January 2021 to Mar 31 <sup>st</sup> 2022	Regular Project Tracking <ul style="list-style-type: none"> <li>• Assessments and risk profile</li> <li>• Project management strategy</li> <li>• Organizing and motivating a project team</li> </ul>	January 2021 to Mar 31 <sup>st</sup> 2022
Deliverables	Schedule						
Lead Stakeholder engagement sessions Various sessions involving multiple resources <ul style="list-style-type: none"> <li>- External Stakeholders some examples depending on solution (Treasury Board, Canada Revenue Agency, Royal Canadian Mounted Police, Health Canada)</li> <li>- Internal Stakeholders (Business Process Owners, Executives, Super user community)</li> </ul>	January 2021 to Mar 31 <sup>st</sup> 2022						
Regular Project Tracking <ul style="list-style-type: none"> <li>• Assessments and risk profile</li> <li>• Project management strategy</li> <li>• Organizing and motivating a project team</li> </ul>	January 2021 to Mar 31 <sup>st</sup> 2022						

TASK AUTHORIZATION		
<b>Managing Project</b>  1. Controlling time management 2. Ensuring customer satisfaction 3. Analyzing and managing project risk 4. Monitoring progress 5. Managing reports and documentation	January 2021 to Mar 31 <sup>st</sup> 2022	
Weekly status report / progress reports which at a minimum includes:  <ul style="list-style-type: none"> <li>Significant Accomplishments: Showing all activities completed during the previous period</li> <li>Planned Accomplishments: Showing all activities planned for the next period</li> <li>Unplanned Activities: Showing all activities completed which were not planned for the period</li> <li>Risk, Issues and Mitigation: Identify all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks</li> </ul>	Weekly	
<b>3. Format of Deliverables</b>  <i>The format of the deliverables is to be specified here.</i>  <ul style="list-style-type: none"> <li>Documents to be delivered using Microsoft word, Power Point, and excel (if all required)</li> </ul> SAP BW and SAP ECC		
<b>2. PERIOD OF SERVICES</b>	<b>From: March 2021</b>	<b>To: March 2022</b>
<b>3. Work Location</b>	<b>355 N. River Road, Ottawa, Ontario *** At home through Covid</b>	
<b>4. Other Conditions /Restrains</b>	[ ] Yes    [ x ] No    Specify:	
<b>5. Travel</b>	[ ] Yes    [ x ] No    Specify:	
<b>6. Basis of Payment</b>	Limitation of Expenditure [ x ]    Ceiling Price [ ]    Firm Price [ ]	
<b>7. METHOD OF PAYMENT:</b>	[ ] Single                      [ x ] Monthly                      [ ] Milestones	
<b>8. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>		
[ X ] Reliability Status                      [ ] Confidential                      [ ] Secret                      [ ] Not Applicable		
<b>9. BILINGUALISM (if applicable)</b>		
[ ] English and French    [ ] French    [ x ] English		



TASK AUTHORIZATION			
TA Proposal [For completion by Contractor]			
<b>10. Estimated Cost Contract</b>			
Category of Proposed Resource and name	Firm Per Diem Rate	Estimated # of Days	Total cost
Change Management FY 2021			11,700\$
Change Management FY 2022			234,000\$
<b>Sub-total Professional Fees:</b>			245,700\$
<b>HST:</b>			31,941\$
<b>Total:</b>			277,641\$
<b>TA Approval</b>			
<b>11. Signing Authorities</b>			
	Signatures of Authorized Representatives		Date
Name & Title of Individual Authorized to Sign on Behalf of Contractor:			
Name & Title of the Project Authority:	2021-03-01	2021-03-01	
Name & Title of Contracting Authority for CBSA (if required):			
<b>12. Invoicing</b>			
<p>Payment to be made based on receipt of detailed invoices for services rendered, subject to full acceptance by the Project Authority. Total of payments not to exceed the grand total.</p> <p>The supplier should invoice in ¼, ½, ¾ or whole day increments. For example 1.00, 1.25, 1.50 or 1.75 days.</p> <p><b>Invoices must be sent electronically via email to:</b> <a href="mailto:vendors-fournisseurs@cbsa-asfc.gc.ca">vendors-fournisseurs@cbsa-asfc.gc.ca</a></p>			
Financial Coding:			